VI
XI

(1)

39264

HISTORY OF INTERCHURCH WORLD MOVEMENT

LIBRARY OF THE
Union Theological Seminary
NEW YORK CITY
PRESENTED BY
DEC 20 1924

These official documents of the Interchurch World Movement have been gathered and grouped by subjects for convenience in reference. Care has been taken to avoid interpretation either in narrative or arrangement.

****

TABLE OF CONTENTS

NOTE: The pages of each Chapter have been numbered without regard to other Chapters. This was made necessary by fact that a number of Chapters were being typed at the same time.

****

VOLUME ONE

C H A P T E R I

BEGINNING AND PERIOD OF ANNOUNCEMENT	PAGE
Call for first meeting	1
First meeting	3
Report Committee of 20	6
Committee of 100 appointed	24
First Meeting of Committee of 100	27
Executive Secretary chosen	30
Regional Conference and Findings	30
Pastor's Conference and Findings	32
Cleveland All Board Conference and Findings	33
Additional Regional Conferences	36
Negro Conference	37
All Board of Colored Denominations	40
Spirit in which work was undertaken as shown by quotations from speeches of this period	43

C H A P T E R II

RELATIONSHIPS

Early Statements	1
Cleveland All Board Conferences and Findings	2
Baptist Group Resolution	3
Executive Committee Statement of Principles	4
Action of Presbyterians at St. Louis	5

	Page
Action of Baptists at Denver	11
Presbyterian proposed basis of Cooperation	12
Action of Interchurch World Movement to meet Reservations	16
Final Action of Presbyterian Committee on Relationships	18
Relation of Presbyterian officials to Movement	20
Presbyterian Expense Account Contract	21
Authorization of Presbyterians Account	23
Federal Council	24
Forward Movements	32
Missionary Education Movement	40
Laymen's Missionary	44
Committee on Reference and Counsel	46
Near East	50
Other Agencies	51

C H A P T E R III
SURVEY

Proposed Survey	1
Objections-How determined	2
Survey Organization and Program	18
Conference on National Survey and Program	20
Survey Programs	32
Work of Foreign Survey Division	41
Organization and Development of Home Survey	49
Rural Survey	50
City Survey	53
American Education Survey	71
Religious Education Survey	72
Hospitals and Homes	74
Ministerial Support Pension and Relief	75

	Page
Other Surveys	76
Conference Home Mission Secretaries	77
World Survey Conference	84
Standards of Rural Survey	92
Basis of Relationship	98
Complete Report of Action of Board of Review - 1	100
Budget approved by Board of Review	134

CHAPTER IV

EDUCATIONAL ACTIVITIES

Spiritual Resources	1
Evangelistic Campaign	10
Missionary Education	20
Summer Conferences	22,37,41
Final Report of Missionary Education	41
Resolution and Agreement of Discontinuance	49-A
Life Work	50
Report of Committee on Recruiting	61
Declaration Cards	70
Plan of Recruiting Campaign	75
Reports on Recruiting Campaign	86
Stewardship	95
Program	96
Enrollment Cards	98
Statement of Plans and Programs	99
Industrial Relations	
Beginning and Development	107
Recommendations and Proposed Plan	111
National Industrial Conference and Findings	120

	Page
Steel Strike Investigation	123
Communication with National Association of Manufacturers	125
Ohio Manufacturers Association	130-135
Report of Steel Strike Commission	134-137
Deportation Survey and Report	136
Attach on Movement	139
Imigrant in Industry	140
Steel Strike Report Published	146
Public Opinion and the Steel Strike	147
Laymen's Activities	151
Preliminary Statement	155
Report of Laymen's Conference	158
Women's Activities	168
National Conference of Church Women	171
General Recommendations of Educational Group	178

VOLUME TWO

C H A P T E R V

FIELD ACTIVITIES

Preliminary Conference	1
Summer Conferences	1
Denominational Meetings	2
State Organization	3
Report of Committee on Field Organization and work	9
Departmental Field Organization	9
Parallel Conventions for Young People	14
State Training Conferences	16
National Leaders Training Conference	16
Representation at Training Conference	22
Expense of Delegates	24

Page

Programme of State Training Conference ---------- 25
Teams & Schedule of State Training Conferences---------- 28
Report of State Training Conference---------- 32
Protest concerning State Training Conference---------- 34
Syllabus for State Training Conference---------- 35
All Board Conference Outline ---------- 36
World Survey Conference---------- 41
World Survey Conference Findings,---------- 42-57
Other conferences---------- 57
Pastor's Conferences---------- 58
Programme suggested---------- 61
List and Date of Conferences---------- 68
Suggestions and Team Numbers---------- 68
Report of Pastor's Conferences---------- 74
Findings of Pastor's Conferences ---------- 85
County Conferences ----------114
Plan and organization ----------115
Life Service Conferences ----------120
Manual for County Conveners ----------121
The Rockefeller Tour ----------128
Publicity and Advertising ----------129
Promulgation Group ----------141

CHAPTER VI

FINANCIAL CAMPAIGN AND UNDERWRITINGS.

Action of Forward Movement Leaders and action of General Committee with reference to date ---------- 1
Conference on Financial Campaign ---------- 8
Director for Financial Campaign ---------- 10-15
Report of Committee on Financial Ingathering ---------- 11
Report of Lyman L.Pierce ---------- 17
The Standard Plan for United Simultaneous Campaign ---------- 27

	Page
Letters Referring to Financial Campaign	42
Continuation of Financial Campaign	51
General Committee Meeting May 17, 1920	59
Dr. Taylor's Report	59
Mr. James M. Speers' Report	63
Minutes of Meeting	63
Second Financial Campaign	76
Plan of Ten Million Dollar Campaign	76
Report of Second Financial Campaign	87
Campaign Discontinued	94
Business Men's Committee	94
Report of Business Men's Committee	94
Recommendation of Business Men's Committee	97
Action of Executive Committee	98
Minutes of First Meeting of Sub-Committee of Business Men's Committee	100
Statement of Mr. James M. Speers, Chairman of Business Men's Committee to General Committee Meeting July 8,	102
Underwritings	110
Underwritings Papers	116
Contract with Bank	120
Call for Underwritings	130
List of Underwritings	141

C H A P T E R VII

SIZE OF INTERCHURCH WORLD MOVEMENT AND EXTENT OF ITS ACTIVITIES

Officers and Committees	1
Organization by Groups	4
Survey Group	4
Auxiliary Group	6

	Page
Promulgation Group	7
Education Group	11
Chart of Organization	12
Report of Activities	18
The Wayfarer	37-A
Greenhut Building	38
Certificate of Incorporation	40
By-Laws	45

CHAPTER VIII

REORGANIZATION and LIQUIDATION

Development of Sentiment favoring Reorganization	1
Committee on Reorganization	2
Report of Committee on Reorganization	3
Report of Committee on Reorganization	7
Action of Judicatories	10
Presbyterian	10
Baptist	12
Committee of Eleven and Report	15
Committee on Reorganization Elected	17
Report of Reorganization Committee	20
Recommendation of Reorganization Committee	29
Resolution of Business Men's Committee	32
Liquidation	33

C H A P T E R IX

DISTRIBUTION OF SURVEY MATERIAL, PERIODICALS CONSERVATION AND PUBLICATIONS

	Page
Temporary Disposition of Survey Material	1
Periodicals	4
World Outlook	8
Everyland	10
La Nueva Democracia	12
Final Disposition of Survey Material	13
Foreign Survey Material	13
Home Survey Material	14
American Education Survey Material	16
Religious Education Survey Material	18
Conservation and Publications	20
Home Mission Survey	20
Town and Country	20
City	22
American Indian	26
New Americans	28
Industrial Relations	29
American Education	31
Religious Education	35
Missionary Education	39
Foreign Survey	

CHAPTER X.

REPORT OF THE WINDING UP OF THE INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA, INC., SUBMITTED BY THE BUSINESS MEN'S COMMITTEE.

C H A P T E R I

BEGINNING AND PERIOD OF ANNOUNCEMENT

These official documents of the Interchurch World Movement have been gathered and grouped by subjects for convenience in reference. Care has been taken to avoid interpretation either in narrative or arrangement.

TABLE OF CONTENTS

	Page
Call for first meeting	1
First meeting	3
Report Committee of 20	6
Early Endorsements	9
Committee of 100 appointed	24
First Meeting of Committee of 100	27
Executive Secretary chosen	30
Regional Conference and Findings	30
Pastor's Conference and Findings	32
Cleveland All Board Conference and Findings	33
Additional Regional Conferences	36
Negro Conference	37
All Board of Colored Denominations	40
Spirit in which work was undertaken as shown by quotations from speeches of this period	43

Chapter I.

BEGINNING AND PERIOD OF ANNOUNCEMENT

A few days after the signing of the Armistice which brought to close the World War, the Executive Committee of the Board of Foreign Missions of the Presbyterian Church in the United States met and after earnest and prayerful consideration of the situation passed a resolution of invitation to discuss and plan something definite for the church and authorized their Chairman, Rev. James I. Vance, to send their resolution to the Foreign Missions Boards of North America, to the Y. M. C. A. and the Y. W. C. A.

On November 19, 1918, Dr. Vance sent out the following letter:

Nashville, Tenn.
Nov. 19, 1918

At the November meeting of the Executive Committee of Foreign Missions of the Presbyterian Church in the United States, after a season of most earnest prayer, the following resolution was unanimously adopted, and I was instructed to forward it at once to your Board and request a reply:

"Meeting as the world war ends with victory to the forces fighting for freedom, and feeling that if peace is to be permanent and the war is to be followed by an era of goodwill that shall hasten the realization of human brotherhood, it must be through the world-wide dissemination and practice of the teachings of Jesus, we recommend that this Executive Committee of Foreign Missions, through our Chairman, Rev. James I. Vance, invite the Foreign Mission Boards of North America, the Y.M.C.A., and the Y.W.C.A., to plan for a simul-

taneous missionary drive to be conducted by all the protestant evangelical churches of North America, to raise a sufficient fund for the equipment and support of all their foreign mission work, and to recruit a sufficient force of evangelists, teachers, doctors and nurses to go to the front, and that the non-Christian world may be immediately evangelized, and Christian education, medical and sanitary work, and social service may be adequately done in non-Christian lands. In order that this may be initiated at once, we ask for the appointment of delegates to meet in New York December 17th, to confer and report to the annual conference of Foreign Mission Boards in January."

The conviction leading to this action is that the world situation confronting the church, as the war closes, calls for a bigger program, and correspondingly increased resources. The experience of the war, we believe, justifies Protestant Christianity in launching a united drive for world evangelization. The fact that the Christian message is the only hope of creating permanent peace conditions should invest such a movement with a powerful appeal at this time.

Will you be good enough to let me know whether your Board would look with favor on such a unified campaign, and if so, will appoint delegates to the conference in New York on December 17th?

Upon receipt of replies, I will write you again. Believe me, with high esteem,

Faithfully yours

JAMES I. VANCE, CHAIRMAN

The response which came in answer to this invitation was that it seemed expedient to bring the different movements together and also to include in these invitations missionary agencies of every type. This was done and on the 17th day of December 1918 a conference gathered which was widely representative of the communions and of the missionary agencies in this country. The 135 persons present spent the day in prayerful consideration of the united movement suggested. It was the expressed sentiment

of all present that the time called for such a united effort as was proposed and they felt that they were called upon to do no less than to undertake to work out some plan which would bring it about. The minutes of this meeting are as follows:

MINUTES OF THE CONFERENCE OF THE REPRESENTATIVES OF THE

HOME AND FOREIGN MISSION BOARDS OF NORTH AMERICA

AND

AFFILIATED INTERDENOMINATIONAL MOVEMENTS

Held at 25 Madison Avenue, December 17, 1918.*

Dr. James I. Vance called the meeting to order.

Devotional exercises were led by Dr. Robert E. Speer; Drs. Zwemer, Mackay and Patton led in prayer.

Mr. W. B. Millar was elected secretary of the conference.

Dr. Vance stated the purpose of the conference was to consider the feasibility of a united campaign in behalf of the missionary and benevolent work of the evangelical churches of North America. He then called upon Dr. J. Campbell White who urged the necessity for such a campaign.

The chairman then threw the conference open.

Dr. S. Earl Taylor presented the following resolutions:

> MOVED, that it be the sense of the meeting that there should be a united movement in behalf of the missionary and benevolent work of the evangelical churches of North America.
>
> MOVED, that the chair appoint a committee of ten for the purpose of preparing a plan to be submitted to the Home Missions Council and the Foreign Missions Conference when a plan as presented by this committee and as revised by the two conferences may be submitted for final approval.

The following took part in the discussion.

---

* From Official Minutes of Interchurch World Movement.

Judson Swift, American Tract Society, Dr. J. C. Garritt, Nanking, China, Dr. Paul de Schweinitz, Dr. C. H. Patton, Dr. John F. Goucher, Dr. L. B. Wolf, Dr. L. C. Barnes, Prof. William Adams Brown, Secretary War Time Commission of the Churches, Dr. S. M. Zwemer, Dr. A. W. Harris of the Methodist Episcopal Church.

It was voted a committee of five be appointed to take the resolutions and report upon them at the afternoon session and also to prepare a program for the afternoon. The committee appointed Messrs. Taylor, Mackay, Patton, Clarke, Halford.

After prayer by Mr. Innes the committee adjourned for luncheon.

The afternoon session was called to order by the chairman at 2:45.

Prayer by Dr. Thompson of Knoxville.

Dr. Taylor gave the report of the committee appointed at the morning session and presented the following resolutions:

MOVED, that it be the sense of this meeting that there should be a united movement in behalf of the missionary and benevolent work of the evangelical churches of North America as presented by their organized national boards or agencies and such affiliated interdenominational agencies as it may be found wise to include after further conference.

MOVED, that the chair appoint a committee of fifteen, of which the chair shall be one, for the purpose of preparing a plan to be submitted to the Home Missions Council and the Foreign Missions Conference in January 1919.

MOVED, that this committee be requested to arrange, if possible, for a joint meeting of the Home Missions Council and Foreign Missions Conference and such other agencies as would naturally be involved when a plan as presented by this committee and revised by the conference may be submitted for final approval.

It was voted to substitute these resolutions for those presented at the morning session.

The following then reported upon the denominational campaign now being carried on: Dr. S. Earl Taylor on the Centenary Movement of the Methodist Episcopal Church; Dr. William Hiram Foulkes, the Presbyterian New Era Movement; Mr. Charles A. Rowland, Presbyterian Church in the United States; Mrs. W. T. McDowell, Women's Foreign Missionary Board of the Methodist Episcopal Church; Dr. W. W. Pinson, Methodist Episcopal Church South;

Dr. Edward Lincoln Smith, American Board of Commissioners for Foreign Missions; Dr. Samuel G. Inman, Foreign Christian Missionary Society (Disciples).

The following took part in the general discussion of the resolutions; Mr. W. M. Danner of the Missions to the Lepers; Mrs. George Sherwood Eddy for the Foreign Department of the Young Women's Association; Dr. J. V. Aitchison, Foreign Mission Board of the Bapists; James M. Speers, Laymen's Missionary Movement.

The Chairman then appointed the following:

Dr. S. Earl Taylor, Chairman	111 Fifth Avenue, New York
Dr. John R. Mott	347 Madison Avenue, New York
Dr. Fred P. Haggard	200 Fifth Avenue, New York
Dr. William H. Foulkes	156 Fifth Avenue, New York
Dr. D. D. Forsyth	1701 Arch Street, Philadelphia, Pa.
Principal Alfred Gandier	439 Confederation Life Bldg. Toronto, Canada
Dr. James L. Vance	216 Union St., Nashville, Tenn.
Mrs. Fred S. Bennett	149 Dwight Place, Englewood, N.J.
Dr. Cornelius H. Patton	14 Beacon Street, Boston, Mass.
Dr. Fred Knubel	437 Fifth Avenue, New York
James M. Speers	345 Fifth Avenue, New York
James E. Clarke	156 Fifth Avenue, New York
Bishop William Lawrence	1 Joy Street, Boston, Mass.
Mrs. Henry Peabody	Beverly, Mass.
Dr. Charles L. White	23 East 26th Street, New York

Upon motion it was voted that the committee be given power to add to their number up to twenty.

Upon motion of J. Campbell White it was voted that this committee take into very earnest consideration the question of whether at least a preliminary campaign for funds could be conducted sometime between now and summer while the larger plans for next year are being worked out.

It was voted to request the Laymen's Missionary Movement to attend to the publicity of this meeting sending information to all the religious papers; to put the minutes of the meeting in shape and list of those who attended; also to receive any documents or statements from boards or individuals to be passed on to the sub-committee.

On motion of Dr. Good it was voted to publish the addresses of Robert E. Speer, James L. Vance and J. Campbell White. *

On motion of Dr. Aitchison a vote of thanks was passed to Dr. Vance and the Presbyterian Church in the United States for the calling of this conference.

After prayer by Dr. W. I. Chamberlain and the singing of "All Hail the Power of Jesus Name" and benediction

---

* These addresses were never published.

by Dr. Vance the conference adjourned.

This committee of fifteen (15) later increased to twenty (20) appointed at New York meeting December 17th, 1918, was given the task of formulating plans which might serve as a working basis for the development of such a co-operative effort as seemed to be demanded. With a full realization of the responsibility resting upon it, this committee after many meetings in which every phase and every detail of the proposed plan was thoroughly discussed, presented on January 12th the following report:

REPORT OF THE COMMITTEE OF TWENTY

On December 17, 1918, one hundred and thirty-five representatives of the Home and Foreign Mission Boards and allied agencies met in conference in New York City at the call of the Foreign Board of the Presbyterian Church in the United States to consider the advisability and feasibility of a united campaign. The entire day was spent in the consideration of this question and it was unanimously agreed that the time was ripe for such a campaign.

A committee of twenty was appointed to outline a plan to be submitted to the Foreign Missions Conference of North America, the Home Missions Council, the Council of Church Boards of Education, The Sunday School Council, the Federation of Women's Boards of Foreign Missions and the Council of Women for Home Missions.

This Committee presents the following report to these agencies for approval and favorable recommendation to their constituent bodies:
That there be organized

THE INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA

I. Purpose

To present a unified program of Christian service and to unite the Protestant churches of North America in the performance of their common task, thus making available the values of spiritual power which come from unity and coordinated Christian effort and meeting the unique opportunities of the new era.

II. Interests Included

While primarily a Home and Foreign Missionary Movement, the movement is to be broad enough to cover all those interests in the United States and Canada outside of the local church budget which are naturally related to the missionary enterprise through national agencies--denominational or interdenominational.

III. Methods

1. Organization

(1) National

a. General Committee of approximately one hundred
b. Executive Committee not to exceed fifteen
c. Canadian Council

(The questions involved in the movement that are peculiar to the Dominion of Canada, should be referred to the Canadian Council.)

(2) State and Local

The organization throughout the country in each state and local community of all the Christian forces into some form of inter-church committee or federation.

2. Survey

A thorough united survey of the home and foreign fields of the world for the purpose of securing accurate and complete data as to what ought to be done by the combined churches to meet the needs of the hour, and of at least the next five years.

3. Education and Publicity

A thoroughgoing educational and publicity campaign to carry the facts of the survey to the entire Protestant church constituency in America and to every mission station throughout the world where the churches of North America are at work.

4. Field Campaign

A field campaign for the purpose of arousing the church to a realization of the urgency of united effort in meeting the needs of the community, the nation and the world, and of inspiring and organizing the Christian forces to undertake an adequate world program. This field campaign to include a series of regional conferences to be begun at the earliest possible moment, followed by conventions and training conferences throughout the country, to acquaint the churches with the message, plans and methods of the Interchurch World Movement of North America, to appeal for the resources of spiritual power, life and money called for by the survey and to organize all the forces for the carrying out of their full part of the program.

5. United Budget and Treasury

A united budget which shall constitute the financial objective and which shall be presented to the constituency of the cooperating agencies together with the educational and spiritual objectives of the movement. It is clearly understood that the united movement shall not displace or interfere with the autonomy and responsibility of administration of the cooperating agencies, and it is urged that all funds should be sent as far as possible directly to the treasurers of such agencies from their natural constituencies, but in view of the necessity of provision for receiving and distributing any funds that might be contributed to it without being sent through denominational treasurers a central treasury be established to which funds given for the united budget, but contributed through ordinary church channels, may be reported by the cooperating agencies, and through which donors who so elect may contribute directly to the united budget. The functions of this central treasury shall not be administrative but to assemble and report the financial facts connected with the campaign, disburse funds for the common expenses of the campaign, and serve as a clearing house between the cooperating agencies in order to insure to each its pro rata share of the funds secured, as agreed on in advance by its percentage in the united budget.

6. Financial Drive.

A united financial campaign in the spring of 1920, or whenever, in the judgment of the leaders of the movement the churches are sufficiently prepared, to secure the funds shown by the survey to be needed to carry through the world program on an efficiency basis.

7. Conservation and Extension.

A conservation and extension program to be worked out as the movement progresses to insure the sustained cooperation of all the forces involved.

8. Expenses of the Movement.

The movement to be financed out of funds secured and not by direct assessment upon the participating bodies.

IV. IMMEDIATE STEPS.

If and when the foregoing proposals shall have been recommended for submission by the Foreign Missions Conference and Home Missions Council to their participating bodies, the Committee of Twenty shall proceed to complete the organization by choosing members of the general committee who shall act with full authority to carry out the foregoing proposals.

S. Earl Taylor, Chairman,
William B. Millar, Secretary

Mrs. Fred S. Bennett
James E. Clarke
Miss Mabel Cratty
D. D. Forsyth
William H. Foulkes
Principal Alfred Gandier
(R. P. Mackay, Alternate)
Fred P. Haggard
F. H. Knubel
Bishop William Lawrence
(Bishop A. S. Lloyd, Alternate)
John R. Mott
Cornelius H. Patton
Mrs. Henry W. Peabody
Fred B. Smith
Robert E. Speer
James M. Speers
James I. Vance
(Charles H. Pratt, Alternate)
Charles R. Watson
Charles L. White
J. Campbell White

THE PLAN APPROVED

A committee was appointed to submit the report agreed upon to the various missionary gatherings which were soon to follow. On January 17th, 1919, the Foreign Mission Conference assembled. The committee placed before the conference this plan and it was endorsed by the following resolution:

"While approving heartily the plans of the Committee of Twenty concerning the Interchurch World Movement of North America and endorsing its purpose to create immediately a general committee of one hundred members which shall proceed at once with the execution of approved plans, it is the sense of the Foreign Missions Conference of North America, in keeping with the spirit of its own constitution, that provision should be made in some way by the Committee of Twenty and its cooperating committees to give opportunity to all cooperating bodies to participate in the formation of permanent committees."

On the following day the Home Missions Council endorsed the plan. The Council of Women for Home Missions and the Women's Conference for Foreign Missions later gave their endorsements. The report was approved also by the Council of Church Boards of Education.

As rapidly as possible the report of the Committee of Twenty (20) was placed before the gatherings of denominational

and interdenominational agencies and it received hearty and practically unanimous approval and endorsement as is shown by following list:

E N D O R S E M E N T S
of
THE INTERCHURCH WORLD MOVEMENT
BY THE DENOMINATIONAL AND INTERDENOMINATIONAL BOARDS AND AGENCIES

##########

AMERICAN BIBLE SOCIETY

"That the Board of Managers endorse the Interchurch World Movement." (Bible House, October 2nd, 1919, N.Y.C.)

AMERICAN TRACT SOCIETY

"That the Executive Committee of the American Tract Society approves and endorses the Interchurch World Movement, and instructs its executive officers to take the necessary steps to make cooperation effective." (Park Ave. & 40th St., N.Y.C. April 23rd, 1919)

ANTI-SALOON LEAGUE OF AMERICA

The Executive Committee of the Anti Saloon League of America in meeting at Capital Park Hotel, Washington, D.C., June 3, 1919, on motion of W. H. Anderson, Supt., for New York, resolved that:-

"It is the sense of this committee that we are in hearty sympathy with the objects and plans of the Interchurch World Movement and refer the question of handling details (of relations with it) to General Superintendent, Rev. P. A. Baker, and the General Manager of the publishing interests, E. H. Cherrington, Westerville, Ohio." (Capitol Park Hotel, Washington, D.C., June 3rd, 1919)

COMMITTEE ON CO-OPERATION IN LATIN-AMERICA.

Recommendation that the Committee be properly represented in the proposed Movement unanimously adopted, and a Committee appointed to consult with the leaders of the Movement as to how Latin-America might best present her claims. (25 Madison Ave., NYC. April 10th, 1919)

COUNCIL OF CHURCH BOARDS OF EDUCATION

"The Council of Church Boards of Education heartily approves in principle the plans of the Interchurch Missionary Movement as presented by the Committee of Twenty, and requests that when these plans are in final form they be presented to the various Church Boards with the recommendation of the

Council that they be given favorable consideration".
(Hotel La Salle, Chicago, Ill., Jan.7-8,1919)

COUNCIL OF WOMEN FOR HOME MISSIONS.

"That the Council approve the plan presented by Dr. Taylor for an Interchurch World Movement, and that the Chair appoint five representatives of the Council to assist in completing the organization of the General Committee."
(New York City, Jan. 14th, 1919)

FEDERATION OF WOMAN'S BOARDS OF FOREIGN MISSIONS OF NORTH AMERICA.

"That we approve in principle the great world program to be projected at this time and appoint a committee to confer with the leaders of the movement."
(14th Interdenominational Conference - Jan. 13-14, 1919)

FEDERAL COUNCIL OF THE CHURCHES OF CHRIST IN AMERICA

"The Federal Council heartily welcomes the inauguration of the Interchurch World Movement, and commends it to the churches. The Movement has a distinctive field, creating no duplication of effort, but we recommend that in its presentation the distinction of function and field between it and the Federal Council be clearly made."
(Cleveland, Ohio - May 6-8, 1919)

FORIGN MISSIONS CONFERENCE OF NORTH AMERICA.

"While approving heartily the plans of the Committee of Twenty concerning the Interchurch Movement of North America and endorsing its purposes to create immediately a general committee of one hundred members which shall proceed at once with the execution of approved plans, it is the sense of the Foreign Missions Conference of North America, in keeping with the spirit of its own constitution, that provision should be made in some way by the Committee of Twenty and its cooperating committees to give opportunity to all cooperating bodies to participate in the formation of permanent committees." (26th Session, New Haven, Conn. Jan. 17th, 1919)

HOME MISSIONS COUNCIL

"A rising vote was taken by the Joint Council approving the Movement. While standing in this vote, C. L. White offered prayer for the wonderful Movement."
(New York City - Jan. 22nd, 1919)

INTERNATIONAL MISSIONARY UNION

The International Missionary Union commends the Interchurch World Movement in their purpose to promote a great campaign of

education and publicity amongst the churches of the home lands in that spirit of close cooperation which for many years has characterized our interdenominational relations as missionaries on the foreign field. As individuals, we promise to do everything in our power to serve the Movement, particularly in the surveys, and also in securing the cooperation of the churches on the mission field. As a Union we authorize the Executive Committee to confer with the Interchurch World Movement in securing the closest cooperation possible between the Union and the Interchurch World Movement.

(Clifton Springs, N.Y. (36th Annual Meeting)
May 21-25,1919)

INTERNATIONAL SUNDAY SCHOOL ASSOCIATION

"That we endorse this Movement and appoint a Committee of five, as representatives of this Association, to confer with the Committee of One Hundred when necessary." (Toronto, Canada
Feb.12-13-1919)

INTERNATIONAL COMMITTEE OF YOUNG MEN'S CHRISTIAN ASSOCIATION

Letter of June 6th states - "The International Committee at what we might call their annual meeting (I refer to the one which they hold each year with all the secretaries and to which come an unusually large number of the out of town members) held in New Haven a few days ago, considered the matter of the Interchurch World Movement and expressed the most lively interest in it. They voted unanimously and heartily to approve its aims and to express their desire to do all in their power to cooperate in the early steps which are being taken such as the Survey and the educational campaign. They were clear that they could not commit the Young Men's Christian Associations as to organic connection with the Movement and as to uniting in such matters as financial campaigns and other united efforts without action from an International Convention. Happily this is the year of the International Convention which will be held, as you know, in the autumn. The subject will come before that body for official action." Signed John R. Mott. (New Haven, Conn.
June 1-7, 1919)

LAYMEN'S MISSIONARY MOVEMENT.

"That the General and Executive Committees of the Laymen's Missionary Movement having before them the report and the resolution from the Executive Committee of the Interchurch World Movement rejoice to know of the effort of the churches of the United States and Canada to deal in a united way with the great missionary and educational problems of the Church and the Laymen's Missionary Movement, is ready to place whatever forces it may possess at the disposition of the Interchurch World Movement." (Union League Club, New York City
Feb. 21, 1919)

MISSIONARY EDUCATION MOVEMENT

"That we recommend that the Missionary Education Movement continue in being, and that its executive officers be assigned to the Interchurch World Movement under the control of its committees for such help as may be needed from time to time, with the understanding that the Interchurch World Movement will become responsible for such part of the budget of the Missionary Education Movement as may be mutually agreed upon by the Executive Committee of the Missionary Education Movement and the Executive Committee of the Interchurch World Movement.
"Voted: That the Missionary Education Movement be invited to lay before the Survey Committee of the Interchurch World Movement a statement concerning the budget needed to put this organization upon a basis of high efficiency."
(New York City, Feb. 6th, 1919)

SUNDAY SCHOOL COUNCIL OF EVANGELICAL DENOMINATIONS IN THE UNITED STATES AND CANADA.

"That the Sunday School Council gives its heartiest approval and pledges its most earnest support to the Interchurch World Program of North America, and urges the constituent bodies of the Council to give to this program their sympathies and aggressive cooperation."

The Executive Committee in its supplementary report:

"The presentation of the plans of the Interchurch World Movement impresses your committee as a matter of profound significance and possible power. It is recommended that the Council direct the Nominating Committee to name a committee of five persons on cooperation with the Interchurch World Movement of North America". (1 Madison Ave., New York City, January 21, 1919)

UNITED SOCIETY OF CHRISTIAN ENDEAVOR.

Letter from William Shaw, Gen. Secy.
"The United Society of Christian Endeavor and the World's Christian Endeavor Union unanimously and heartily approved the suggestion of an Interchurch World Movement and promised fullest cooperation." (Boston, Mass., April 16-17,1919)

WORLD CHRISTIAN ENDEAVOR UNION.

Letter from General Secretary:
"The United Society of Christian Endeavor and the World's Christian Endeavor Union unanimously and heartily approved the suggestion of an Interchurch World Movement and promised fullest co-operation." (Boston, Mass., April 16-17, 1919)

WORLD'S SUNDAY SCHOOL ASSOCIATION

Executive Committee in Toronto voted to cooperate in the fullest possible way with the Interchurch World Movement and

named a committee of five, headed by Bishop J. C. Hartzell. (Toronto, Canada, Feb. 25th, 1919)

NORTHERN BAPTIST CONVENTION (DENVER)

"That the Northern Baptist Convention, reaffirming the imperative duty of Baptists to bear full testimony to the full truth in Jesus Christ as they find it taught in the New Testament and recognizing the right of each local church to determine its own duty without dictation or control by any outside human authority, expresses its readiness to cooperate in the Interchurch World Movement of North America on the following conditions:

First, that we be represented in the joint survey of the home and foreign fields by members of our denomination appointed by the denomination, and while giving careful consideration to the report of such survey, we reserve unimpaired freedom to follow our own conviction of truth and the leadings of divine providence.

Second, that a joint campaign of information and inspiration be conducted for the promotion of stewardship.

Third, that a simultaneous financial campaign be promoted in which each denomination shall present its own budget to its own constituency, secure its own pledges, collect the same, and administer its own program of expansion.

Fourth, that the Baptists who are of the Interchurch World Movement, members of its Executive Committee and of its General Committee, be selected by the Northern Baptist Convention.

Fifth, that in our cooperation with the Interchurch World Movement we act through the general board of promotion of the Northern Baptist Convention. It is assumed that the state conventions will act through their respective state organizations.

Sixth, that evangelical denominational bodies only be represented in the Interchurch World Movement.

Seventh, that the Interchurch World Movement do not promote organic union of denominations or of local churches or the establishment of local church federations, or non-denominational churches.

Eighth, that the literature and promotion methods of the Interchurch World Movement be not in contravention of these principles, and that we reserve the right to supplement the literature of the Movement by literature prepared by our own denomination. (Denver, Dolorado - May 1919)

AMERICAN BAPTIST HOME MISSION SOCIETY .

"That the Board adopt in principle the preliminary plans of the Interchurch World Movement of North America and refer the matter with power to the Executive Committee and the Headquarters Council." (New York City, January 13, 1919)

AMERICAN BAPTIST FOREIGN MISSION SOCIETY.

"That the Board of Managers of the American Baptist Foreign Mission Society regards the Interchurch World Movement as the highest expression of missionary conviction on the part --

of the churches of America; that the Board believes that it would be in the best interests of the kingdom for Northern Baptists to co-operate in this Movement and to secure the aid of the universal appeal to all the churches in enlisting more fully the members of their own churches; that the Board commends the Interchurch World Movement to the sympathetic consideration of the Northern Baptist Convention." (Boston, Mass., April 8th, 1919)

THE EXECUTIVE COMMITTEE OF THE NATIONAL BAPTIST CONVENTION
(COLORED BAPTISTS IN THE U. S.)

"That the undersigned, constituting the Executive Committee of the National Baptist Convention, which represents the organized interests of the Negro Baptists in the United States of America, acting for said Convention, pending its annual sitting in September of this year, 1919, do now endorse this effort and pledge to its promoters our co-operation and the cooperation of our denomination for its success, in so far as that cooperation does not conflict with our denominational doctrine and policy."
(Nat'l. Baptist Convention, Newark, N.J., Sept. 10-15, 1919)

SEVENTH DAY BAPTISTS GENERAL CONVENTION.

"We recommend that, as a denomination, Seventh Day Baptist Churches cooperate with the Interchurch World Movement. We recommend that the General Conference refer this co-operation with the Interchurch World Movement to the Commission of the Executive Committee with power to act within the following limits:

1. In the proposed cooperation the denomination shall function through the New Forward Movement agencies of the Commission of the Executive Committee.
2. The cooperative movements are to constitute one of the agencies of evangelical churches.
3. The cooperation shall involve the following features:
   (a) A common survey of the home and foreign fields.
   (b) A united propaganda to reach the whole Protestant Church of North America in educational and inspirational campaigns.
   (c) A simultaneous campaign to realize the budgets.
   (d) A full presentation to the Interchurch World Movement of the Seventh Day Baptist budget for all the boards and agencies as approved by the General Conference or the Commission of the Executive Committee.
4. Cooperation shall be on the condition that the funds raised by the Seventh Day Baptist Churches and agencies shall be paid to, and distributed through, the regular channels of the Seventh Day Baptist Churches.

(General Convention, Battle Creek, Mich. August 24th, 1919)

NATIONAL COUNCIL OF THE CONGREGATIONAL CHURCHES OF THE UNITED STATES

"That the Interchurch World Movement be heartily endorsed, that the Mission Boards of the denominations be asked to cooperate with it and that the Commissions on denominational program be instructed to carry forward its task in close relationship to the Movement's plans. (Park Congregational Church Nov. 3rd, 1919, Grand Rapids, Mich.)

AMERICAN BOARD OF COMMISSIONERS FOR FOREIGN MISSIONS.
(CONGREGATIONAL)

"Voted heartily and unanimously to participate in the Interchurch World Movement of North America. This action was taken with the understanding that the expenses of the campaign would not be assessed upon the Boards, but will be provided for out of the common budget of receipts.
(Boston, Mass., Feb. 18th, 1919)

It is the opinion of the American Board that the foreign surveys of the Interchurch World Movement of North America should represent, so far as possible, the united judgment of the various cooperating commissions on each field." (Boston, Mass., Feb. 18th, 1919)

COMMISSION ON MISSIONS OF THE NATIONAL COUNCIL OF CONGREGATIONALISTS

CONGREGATIONAL HOME MISSIONARY SOCIETY

CONGREGATIONAL CHURCH BUILDING SOCIETY

CONGREGATIONAL SUNDAY SCHOOL EXTENSION SOCIETY

"That the plan of the Interchurch World Movement of North America be approved, subject to the approval of the Commission on Missions."
(This refers to the last four organizations mentioned.)
(Grand Rapids, Mich., Nov. 8th, 1919)

AMERICAN CHRISTIAN CONVENTION

"That the American Christian Convention in quadrennial session hereby endorses the purpose and aim of the Interchurch World Movement and pledges its hearty cooperation.
Adopted at Conneaut, Ohio."
(Dayton, Ohio, May 3rd, 1919)

AMERICAN CHRISTIAN MISSIONARY SOCIETY (DISCIPLES)

BOARD OF CHURCH EXTENSION OF THE AMERICAN CHRISTIAN MISSIONARY SOCIETY

BOARD OF MINISTERIAL RELIEF OF THE CHURCH OF CHRIST (DISCIPLES).

CHRISTIAN WOMAN'S BOARD OF MISSIONS

NATIONAL BENEVOLENT ASSOCIATION (DISCIPLES)

BOARD OF EDUCATION OF THE DISCIPLES

ASSOCIATION FOR THE PROMOTION OF CHRISTIAN UNITY OF DISCIPLES

FOREIGN CHRISTIAN MISSIONARY SOCIETY (THE FOREIGN BOARD OF THE DISCIPLES CHURCH)

The above have endorsed the Interchurch Movement and agreed to underwrite a definite amount of the financial responsibility. (This refers to the last eight organizations mentioned.) (~~Richmond~~ Indianapolis, Ind. April 17th, 1919.)

BOARD OF HOME MISSIONS OF THE FIVE YEARS MEETING OF FRIENDS

"That we should be prepared to unite in the movement now under way for a thorough study of the religious needs of the country looking to united efforts to meet those needs and that we should be ready to perform our part in the plans for evangelization of new fields in this country."
(Richmond, Ind., April 17th, 1919)

EXECUTIVE COMMITTEE OF THE FIVE YEARS MEETING OF THE FRIENDS IN AMERICA

"Under a deep sense that the Society of Friends must perform the service which the time puts uponus, we, the Executive Committee of the Five Years Meeting, heartily endorse the idea of a general forward movement in our body. The purpose of this movement should be to vitalize our membership and to deepen its spiritual life, to develop efficient methods of evangelism, to present the gospel message in such a way that those who would find among Friends their highest spiritual development should be drawn into fellowship and service with us; to plan for informing and instructing the members in all our local meetings in the foundation principles of our faith, to inspire fresh loyalty to our own ideals and Christian enterprises; to arouse so deep an obligation to Christian stewardship as to quicken and adequately support all our outreaching activities both in the home field and in the foreign field.
"We further express ourselves as being in sympathy and unity with the Interchurch Movement as presented to us, and feel that we should keep in close touch with its development, that we may cooperate with it helpfully and effectively. We believe that the extent and manner of such cooperation may be left to the committee in charge of our forward movement."
(Richmond, Indiana - April 15th, 1919)

JOINT CENTENARY COMMISSION OF THE METHODIST EPISCOPAL CHURCH. NORTH & SOUTH

"That as area secretaries and campaign directors of the Methodist Missionary Centenary, we are profoundly concerned for the success of the new Interchurch World Movement. The successful completion of the Centenary is regarded by those leading the Interchurch Movement, as well as by ourselves, to be essential in preparation for that Movement.....We find in the plans of the Interchurch Movement a promise of strength for the work of the Centenary through the years as Methodism makes her contribution to it and in turn partakes of its helpfulness and inspiration.....We welcome the opportunity which the Movement gives for closer co-operation with other

Christian forces in our community and a clearer delineation of responsibilities....." (Columbus, Ohio, March 5th, 1919)

BOARD OF FOREIGN MISSIONS OF THE METHODIST EPISCOPAL CHURCH

"That we express our profound gratitude to God that the leaders of His church have been led to a spirit of unity, which has made this great Movement possible; that we record our hearty endorsement of the plan and instruct the executive officers of the Board to take such steps as may be necessary to make our cooperation effective; and that the Committee on Finance be requested to enter into consultation with other Finance Committees for the purpose of working out a plan by which this Board may share with others in extending the necessary credits for the purpose of securing funds with which to conduct the campaign." (January 16th, 1919)

BOARD OF MISSIONS METHODIST EPISCOPAL CHURCH, SOUTH

"The Methodist Episcopal Church, South, has always stood for the most hearty cooperation between all evangelical churches, and we stand ready now to cooperate in every practical way with those who have in hand this Movement in the interest of a closer relationship between the churches of Christ in America.....We offer to the leaders of this Movement the benefit of our experience in organization and methods and the results of all our various surveys; and we declare our willingness to cooperate in a more extended and minute survey of religious conditions in the U. S. and in foreign fields, and we recommend that our Secretaries be instructed to prepare for and enter upon such cooperation in consultation with the Exec. Comm. of this Board". (Nashville, Tenn. August 15, 1919)

BOARD OF FOREIGN MISSIONS OF THE METHODIST PROTESTANT CHURCH

"Moved that we heartily indorse the Interchurch Movement." Adopted unanimously. (Baltimore, Md., May 28th, 1919)

THE SOCIETY OF THE UNITED BRETHREN FOR PROPAGATING THE GOSPEL AMONG THE HEATHEN (MORAVIAN CHURCH)

"That we, the Society for the United Brethren for Propagating the Gospel among the Heathen, the incorporated Missionary Society of the Moravian Church in America, heartily endorse this Movement, express our approval of it and our willingness to cooperate in it to the very best of our ability, provided it does not involve us in preliminary budget and overhead expenses out of proportion to any financial returns which we may reasonably expect from our limited constituency. And provided, further, that it be clearly understood that, owing to our peculiar international relationships, it is impossible for us to determine sharply, or to survey accurately, what our responsibilities in the foreign field may be until we know fully whether or not Moravian Missions throughout the world can be administered internationally on the basis of being the missions of an organic unity of Brethren, as they were before the world war." (Bethlehem, Pa., April 15th, 1919)

GENERAL ASSEMBLY OF THE PRESBYTERIAN CHURCH IN THE U.S.A.

Resolved 1. "That the General Assembly hereby records its approval of the central principle of a proper program among the evangelical churches.
Resolved 2. That the General Assembly refers the matter of the Interchurch World Movement to the Executive Commission, with power to act within the limits as outlined in the report of the Executive Commission to it:-
1. That the cooperative movement, as above specified, be one of the agencies of evangelical churches.
2. That in the proposed cooperation the Presbyterian Church, shall function through its Committee on the New Era Movement.
3. That the cooperation shall involve the following features:
(a) A common survey of the home and foreign fields;
(b) A united propaganda to reach the whole Protestant Church of North America in educational and inspirational campaigns;
(c) A simultaneous campaign to realize the budgets;
(d) A full presentation to the Interchurch World Movement of the Presbyterian Budget for all the Boards and agencies as approved by the Executive Commission.
4. That the cooperation shall be upon the condition that funds raised by the Presbyterian Churches and agencies shall be paid to and distributed through the regular channels of the Presbyterian Church.
5. That no financial obligation for the administrative expenses of the Interchurch Movement shall be incurred by any of our Boards or agencies without the authorization of the General Assembly or its Executive Commission." (St. Louis, Mo., May 22, 1919)

BOARD OF FOREIGN MISSIONS OF THE PRESBYTERIAN CHURCH IN THE U.S.A.

"It was voted that the Board would agree to participate in this Movement on the clear understanding outlined in the basis of the Movement that the influence of the Movement was to be exercised to have funds sent to the Treasurers of the different Boards, that the independence and autonomy of administration of all the cooperating agencies would be respected and safeguarded and that there would be no interference with the determination of foreign missionary policies by the properly responsible agencies." (New York City, April 9th, 1919)

BOARD OF HOME MISSIONS OF THE PRESBYTERIAN CHURCH IN THE UNITED STATES OF AMERICA (NORTH)

"The General Secretary made a brief statement concerning the new Interchurch World Movement and distributed literature on the subject for the information of the Board. The Board approved the plan and desired to go on record as heartily in favor of the plan." (January 17th, 1919)

WOMAN'S BOARD OF FOREIGN MISSIONS OF THE PRESBYTERIAN CHURCH IN THE UNITED STATES OF AMERICA.(NORTH)

"Letter from Recording Secretary under date of April 16th, 1919, announces that "members are very ready to cooperate and are very glad to express approval." (New York City, April 16, 1919)

WOMAN'S BOARD OF HOME MISSIONS OF THE PRESBYTERIAN CHURCH IN THE UNITED STATES OF AMERICA. (NORTH)

"That the Woman's Board of Home Missions cooperate heartily in the Interchurch World Movement." (New York City, April 16, 1919)

GENERAL ASSEMBLY SOUTHERN PRESBYTERIAN CHURCH (NEW ORLEANS)

"The special committee to which was referred the papers and addresses concerning the "Interchurch World Movement",.respectfully offer the following report.

It is gratifying that a movement of such wide vision should have originated in our church, and the action of our Executive Committee of Foreign Missions from which it sprang is significant as outlining the intention and purpose of this forward step, in the following words:

"Meeting just one day after the great War came to an end, and realizing the great opportunity that this opens to the church of Christ, we recommend that this Executive Committee of Foreign Missions through our Chairman, Rev. Jas. I. Vance, D.D., invite the Foreign Mission Boards of North America, the Y.M.C.A. & Y.W.C.A., to enter into a simultaneous Missionary Drive by the Protestant Evangelical Churches of North America to raise a sufficient fund for the equipment and support of all their foreign mission work and to recruit a sufficient force of evangelists, teachers, doctors, and nurses, to go to the front that the non-Christian world may be immediately evangelized and Christian education, medical sanitary work, and social service be adequately done in non-Christian lands. That this be initiated at once by appointment of delegates to meet in New York During December for report to the annual conference of Foreign Mission Boards in January." (New Orleans, La., May 1919)

THE FOREIGN BOARD OF THE PRESBYTERIAN CHURCH IN THE U.S. (SOUTH)

"That the Foreign Missions Executive Committee approve the general plan of the Interchurch World Movement with the understanding that our Committee will endeavor to cooperate with this Movement in every way possible." (Atlanta, Georgia,April 8,1919)

EXECUTIVE COMMITTEE OF HOME MISSIONS OF THE PRESBYTERIAN CHURCH IN THE UNITED STATES (SOUTH)

"The Executive Committee of Home Missions approves in principle the plan of the Interchurch World Movement of North America,

and commends it to the General Assembly for its favorable action, provided the plan can be made to harmonize with the Assembly's Progressive Program which the Assembly has entrusted to the Stewardship Committee." (Atlanta, Georgia, April 8th, 1919)

THE COMMITTEE OF CHRISTIAN EDUCATION AND MINISTERIAL RELIEF OF THE PRESBYTERIAN CHURCH IN THE UNITED STATES (SOUTH)

"The Executive Committee of Christian Education and Ministerial Relief approves in principle the plans of the Interchurch World Movement of North America and decides to commend it to the General Assembly for its favorable action."

GENERAL SYNOD OF THE REFORMED CHURCH IN AMERICA

"That ours has not only been a singular privilege in being permitted to listen to the compelling address of Dr. J. Campbell White, Chairman of the Sub-Committee of the Interchurch Movement, but that we also set the seal of our sympathetic endorsement upon the Movement which he is seeking to further in so unifying the activities of Protestant Christendom in America that a greater impact than ever before should be made, especially upon neglected communities in our land and upon the heathen and Mohammedan lands beyond the sea, and that we empower the Boards of our Church and the Progress Campaign Committee to cooperate with the Interchurch Movement in so far as they can do so in harmony with their work.

This action was intended to convey the genuine interest of our denomination in the Interchurch World Movement and sympathy with its purposes. The concluding portion was further intended to give the Boards that would become involved in the Movement that liberty of action in developing their cooperation with the Movement which would be essential to the plans already adopted by those Boards. This latter also applies to the Reformed Church Progress Campaign which is now fully under way." (New York City, June 1919)

WOMAN'S BOARD OF FOREIGN MISSIONS REFORMED CHURCH IN AMERICA.

"At the annual meeting of the Woman's Board of Foreign Missions of the Reformed Church in America, held in the month of May, action was taken declaring the sympathy of this board with the Interchurch World Movement, and expressing its general approval of the plan and its desire to cooperate as far as possible without at present incurring financial obligation." (New York City, June 1919)

WOMEN'S BOARD OF DOMESTIC MISSIONS REFORMED CHURCH IN AMERICA.

Letter of July 8, 1919, states "that we endorsed the purposes and project of the Interchurch World Movement in a general way." (New York City, July 8th, 1919)

THE BOARD OF FOREIGN MISSIONS REFORMED CHURCH IN AMERICA

"That the Board of Foreign Missions, Reformed Church in America declare its sympathy with the Interchurch World Movement, its general approval of the plan, and its desire to cooperate as far as practicable without incurring financial obligations." (New York City, April 8th, 1919)

GENERAL SYNOD OF THE REFORMED CHURCH IN THE UNITED STATES

BOARD OF FOREIGN MISSIONS REFORMED CHURCH IN THE UNITED STATES

BOARD OF HOME MISSIONS REFORMED CHURCH IN THE UNITED STATES

UNITED MISSIONARY AND STEWARDSHIP COMMITTEE OF THE REFORMED CHURCH IN THE UNITED STATES

Unanimously voted to endorse and cooperate in the Interchurch World Movement. (This refers to the four last named organizations. (Altoona, Pa. March 4-6,1919)

UNITED PRESBYTERIAN GENERAL ASSEMBLY

"That the Assembly approve the full cooperation of our church with the Interchurch World Movement in its proposed campaign in so far as it may not interfere with the recognized missionary and financial policies of the United Presbyterian Church and on the condition that a large majority of the principal denominations agree to cooperate in this Movement."

THE BOARD OF FREEDMEN'S MISSIONS OF THE UNITED PRESBYTERIAN CHURCH OF N. A.

"The board of Freedman's Missions of the United Presbyterian Church approve the Interchurch World Movement as endorsed by the Home Missions Council in New York in January, and will enter heartily into cooperation in carrying out the plans."
(New York City, January 1919)

CONVOCATION COMMITTEE OF THE UNITED PRESBYTERIAN CHURCH.

"On the evening of the 25th inst., our board of Foreign Missions took action to recommend to the General Assembly of our church, our participation in the Interchurch World Movement.

This action was taken with the understanding that the church will participate on condition that such participation would not interfere with our established financial and missionary methods and also that a large majority of the churches in the United States also participate.

This action will be reported to the meeting of our General Assembly on May 28th." (Pittsburgh, Pa., April 25th, 1919)

BOARD OF HOME MISSIONS OF THE UNITED PRESBYTERIAN CHURCH

Extract from letter from Dr. G. E. Raitt..... "In looking over our minutes, I find that at the February 1919 meeting, a resolution was passed, expressing the approval of the Movement by the Board"..... (Pittsburgh, Pa., February 1919)

THE BOARD OF FOREIGN MISSIONS OF THE UNITED PRESBYTERIAN CHURCH OF NORTH AMERICA

"We recommend to the General Assembly the full cooperation of our church with the Interchurch World Movement of North America in its proposed campaign: (1) In so far as it may not interfere with recognized missionary and financial policies and methods of the United Presbyterian Church and (2) On condition that a large majority of the principal denominations of the United States agree to cooperate in this campaign."
(Philadelphia, Pa., October 20th, 1919)

GENERAL BOARD OF ADMINISTRATION OF THE UNITED BRETHREN IN CHRIST.

Letter of April 14, 1919.
"Please state in your next issue that the General Board of Administration of the Church of the United Brethren in Christ has voted its approval and cooperation with the Interchurch World Movement." (Dayton, Ohio, April 14th, 1919)

EXECUTIVE COMMITTEE OF HOME MISSIONS OF THE UNITED BRETHREN IN CHRIST

Letter from P. M. Camp, Genl. Secy., April 22, 1919.
"..... The action was taken as I understand now about the 23rd of March by our General Board of Administration which is our legislative body of administration in the interim of the General Conference. They took the action for all the departments of our Church, and Dr. Hough, who is secretary of our Board of Administration, thinks he sent in the action of the Board, but in harmony with the action of the Board on the 23rd of March, our Executive Committee of Home Missions yesterday again endorsed the action of the Board of Administration in reference to cooperation with the Interchurch World Movement of North America, and so you may consider us on the list. Our communion is small, and we may not make much of an impression, if any, but we want to be counted in and will do all we can to assist the great work for the Kingdom of Christ."
(Dayton, Ohio, March 23rd, 1919)

BOARD OF CHURCH EXTENSION OF THE UNITED EVANGELICAL CHURCH

HOME AND FOREIGN MISSIONARY SOCIETY OF THE UNITED EVANGELICAL CHURCH

Letter from Corresponding Secretary stating that
"The Interchurch World Movement was endorsed by the Executive Committee of the Board of Missions, subject to the approval of the annual meeting of the Board to be held in October." (Harrisburg, Pa., April 11th, 1919)

At the meeting of the Committee of Twenty and Cooperating Committee January 17th* the resolution adopted by the Foreign Mission Conference at New Haven was read and ordered spread on the minutes, as follows:

> "In reference to the preamble and resolution presented by Charles L. Bates of Exter, N.H., the Business Committee offers for adoption the following:
>
> "Whereas this conference has unanimously expressed its approval of the Interchurch World Movement of North America as outlined by the Committee of Twenty
>
> Therefore be it resolved that the committee to be constituted to put into execution this plan be urged, in the carrying out of its educational and financial campaign, to place strong emphasis upon the extreme need of securing great numbers of candidates for missionary service to be put at the disposal of the mission boards, and that measures be adopted to bring this need before every local church in Canada and the United States, so that the pressure of this appeal for the consecration of personal lives to service in the mission fields may be brought to bear directly upon the individual members of the churches."

At this meeting a Nominating Committee ~~XXX~~ presented a list of names of men and women for a Committee of 100. This list was approved.

It was voted that the membership on the general committee include approximately one-third missionary executives, one-third pastors and one-third laymen and women not members of boards. It was voted at this meeting that the various denominational groups remain for a brief time after the meeting and place the names of their nominees in order of their choice. This being done the following list of persons was nominated for membership on the Committee of 100:-

---

* The Cooperating Committee consisted of five persons from each pf the following five boards: Foreign Missions Conference, Home Mission Council, Council of Women for Home Missions, Women's Conference for Foreign Missions and the Council of Church Boards of Education.

Baptist (North)

Mrs. W.A.Montgomery
Mrs. Katherine Westfall
Fred P. Haggard
J.Y.Aitchison
C.L.White
F.W.Padelford
Henry Emerson Fosdick
Charles A. Brooks
George B. Huntington
Hugh A. Heath
L.W.Riley
Cornelius Woelfkin
D.C.Shull
Gilbert H. Brink
W.S.Abernethy

Disciples of Christ

A.E.Cory
R.A.Long
Mrs. Ida W. Harrison
R.H.Miller
H.O.Pritchard

Lutheran

Fred Knubel
L.B.Wolf
H.H.Weber
Mrs. E.C.Cronk
E. Clarence Miller
John Zimmerman

Methodist Episcopal

S. Earl Taylor
J.F.Ferry
Thomas Nicholson
W.L.McDowell
Fred B. Fisher
John T. Stone
Frank C. Dunn
Mrs. W. F. McDowell
Mrs. May Leonard Woodruff
W.H.G.Gould
George M. Fowles
John W. Hancher
F.J.McConnell
D.D.Forsyth
W.E.Doughty

Baptist (South

Allen Fort
M. Ashby Jones
J.T.Henderson
Joshua Levering

Congregational

H.C.Herring
C.H.Patton
C.E.Burton
H.F.Swartz
Raymond Robins
W.H.Nichols
W.M.Alexander
Fred B. Smith
Helen B. Calder
Wm. Horace Day
Lewis T. Reed
Mrs. F.G.Cook
James Logan
W.H.Danforth
Walter B. Lashar
Frank Kimball
Lucius R. Eastman
Clyde R. Joy

Methodist Episcopal (South)

W.R.Lambuth
James Cannon
W.W.Pinson
John R. Pepper
Miss Belle H. Bennett
A.H.Boaz

Moravian

Edmund de S. Brunner

Presbyterian In the U.S.

John A. Marquis
Robert E. Speer
Arthur J. Brown
William Hiram Foulkes
Edgar P. Hill
J. Campbell White
John Timothy Stone
Henry Sloane Coffin
James M. Speers
Ralph W. Harbison
Miss Margaret Hodge

Presbyterian (South)

Charles H. Pratt
J. B. Spillman
Homer MacMillan

United Presbyterian

W. B. Anderson
George E. Raitt
W. E. McCullough
David E. Wills
Mrs. H. C. Campbell
George Innes
C. R. Watson

Quakers

Ross A. Hadley
David M. Edwards

Reformed Church in America

W. I. Chamberlain
Mrs. DeWitt Knox
Mrs. John S. Bussing
E. E. Olcott
Mrs. Finley J. Shepard
Miss Eliza Cobb

Reformed Church in the U.S.

Wm. E. Lampe
C. E. Schaeffer
A. R. Bartholomew

United Brethren

A. S. Kreider
A. C. Siddall

Laymen's Missionary Movement

Wm. B. Millar
E. P. Bailey

Federal Council of Churches

Charles S. MacFarland
Frank Mason North
James H. Causey

Y. M. C. A.

John R. Mott
L. Wilbur Messer
Fletcher S. Brockman

Home Missions Council
Alfred William Anthony

World's Sunday School Assn.
Frank L. Brown

Foreign Missions Conference
F. P. Turner

Y. W. C. A.
Miss Mabel Cratty
Miss Mabel Head

WORLD ALLIANCE FOR Promoting International Friendship through the churches
Henry A. Atkinson

Council of Women for Home Missions

Mrs. Fred S. Bennett
Mrs. ~~X~~. J. S. Allen

National Sunday School Assn.
Fred Wells
Edgar Blake
Marion Lawrence

Missionary Education Movement
E. F. Hall

Women's Foreign Missions
Mrs. Edwin R. Graham
Mrs. H. W. Peabody

American Bible Society
Wm. I. Haven
W. S. Pilling

~~Educational~~
~~A. F. Harris, Mr. E.~~

Educational

A. W. Harris, M. E.
Frank M. Sheldon, Cong.
Ernest D. Burton, Bapt.
Stonewall Anderson, Bapt., South
Henry H. Sweets, Pres., South
H. O. Pritchard, Disciples

Sunday School Council

E. B. Chappel
Robert N. Hopkins

Young Peoples Movement

Daniel A. Poling

On January 18th, 1919, at 25 Madison Avenue, New York City, the Committee of Twenty and Cooperating Committee acted as follows:

"That it is the sense of this committee that we elect all the names on the list for the committee of the Interchurch World Movement of North America, with the understanding that that committee when they assemble shall be given liberty to increase the number."

At this meeting it was further voted "that the General Committee now appointed shall have power to fill vacancies, and, in so doing, should not feel obliged to fill them from the denominations or organizations to which the former members belonged but shall be free to make selections from the viewpoint of adaptation to the service to be rendered irrespective of denomination or organization."

It was the sense of the meeting that this Committee of One Hundred should be called together at a very early time for the purpose of organization and in order to get a wider and more thorough discussion of the plans proposed by the Interchurch World Movement. Looking toward this the following resolution was passed:-

"Resolved that the chairman of this committee be authorized and directed to call the committee of One Hundred and to be acting chairman thereof until it has completed its permanent organization, and that the secretary of this committee be the temporary secretary

of the Committee of One Hundred."

Following the adoption of this resolution it was voted that the first meeting of the Committee of One Hundred be held on February 5th and 6th and that the first day be a day of prayer and the second day a business meeting.

Arrangements were made to hold this meeting of the Committee of One Hundred at Wallace Lodge, Yonkers, New York.

THE WALLACE LODGE MEETING OF THE GENERAL COMMITTEE*

J. Y. Aitchison
Mrs. J. S. Allen
W. B. Anderson
A. N. Anthony
Henry T. Atkinson
Edward P. Bailey
Allen R. Battholomew
Mrs. Fred S. Bennett
H. A. Boaz
Gilbert H. Brink
Charles A. Brooks
Arthur J. Brown
Frank L. Brown
Edmund deS. Brunner
C. E. Burton
Mrs. John Bussing
Helen P. Calder
Mrs. H. C. Campbell
N. I. Chamberlain
Miss Eliza P. Cobb
Mrs. F. G. Cook
A. E. Cory
Mabel Cratty
Mrs. E. C. Cronk
Wm. Horace Day
W. E. Doughty
Frank C. Dunn
Lucius R. Eastman
Fred B. Fisher
William Hiram Foulkes
George M. Fowles
J. B. Gamble
W. H. G. Gould
Fred P. Haggard
Ernest F. Hall
John W. Hancher
A. W. Harris
Mrs. Ida Harrison
William I. Haven
Miss Mabel Head
Hugh A. Heath
Hubert C. Herring
Edgar P. Hill
Robert M. Hopkins
George B. Huntington
Mrs. DeWitt Knox
Wm. E. Lampa
W. B. Lashar
Marion Lawrence
W. E. McCulloch
Mrs. W. T. McDowell
Whitford L. McDowell
C. S. Macfarland
W. B. Millar
R. B. Miller
John R. Mott
E. E. Olcott
Frank W. Padelford
Cornelius H. Patton
Charles H. Pratt
H. O. Pritchard
Lewis T. Reed
Raymond Robins
A. S. Siddall
Fred B. Smith
Robert E. Speer
James M. Speers
J. B. Spillman
J. T. Stone
John Timothy Stone
Herman F. Swartz
S. Earl Taylor
Dr. C. R. Watson
Fred A. Wells
Mrs. Katherine Westfall
Charles L. White
J. Campbell White
L. B. Wolf
Mrs. May L. Woodruff

*The above is a list of those present at the Wallace Lodge meeting.

It was voted at the afternoon meeting of February 5th that at the close of the session a Nominating Committee of nine be appointed to nominate permanent officers of the Committee and to suggest methods for completing the organization. It was further voted that the executive committee shall consist of twenty- one members, and that the Nominating Committee be instructed to nominate fifteen of these.

The Nominating Committee reported on February 6th as follows:

"1. We recommend that the following named persons be duly elected as additional members of the General Committee:

Gov. Henry S. Allen,	Topeka, Kansas
F. W. Ayer	Philadelphia, Pa.
Stephen Baker,	New York City
Andrew Bowers	
George Warren Brown,	St. Louis, Mo.
John Willis Baer,	Los Angeles, Cal.
Rhodes S. Baker,	Dallas, Texas
Hon. Wm. Jennings Bryan,	Asheville, N. C.
James C. Colgate,	New York City
L. J. Colman,	Seattle, Wash.
William C. Cover,	Chicago, Ill.
Lewis J. Crossett,	Boston, Mass.
Benjamin L. Davis,	
Hon. Josephus Daniels,	Washington, D. C.
William T. Demarest,	New York City
Cleveland H. Dodge,	New York City
John J. Eagen,	Atlanta, Ga.
Mrs. W. H. Farmer,	Montclair, N. J.
David R. Forgan,	Chicago, Ill.
B. D. Gray,	Atlanta, Ga.
F. C. Gambrill,	Dallas, Texas
William H. Hays,	Indianapolis, Ind.
F. A. Henry,	Cleveland, Ohio
Arthur M. Harris,	New York City
S. S. Hough,	Dayton, Ohio
S. G. Inman,	New York City
Arthur Curtiss James	New York City
Robert L. Kelly	Chicago, Ill.
S. S. Kresge	Detroit, Mich.
W. M. Ladd	Portland, Oregon
Bishop Wm. M. Lawrence	Boston, Mass.
Bishop Arthur S. Lloyd	New York City
John B. Lennon	Bloomington, Ill.
Cyrus H. McCormick	Chicago, Ill.
Bishop Wm. F. McMurray	Nashville, Tenn.
Alfred E. Marling	New York City
Hon. Thomas R. Marshall	Washington, D. C.

George W. McDaniel,	Richmond, Va.
Hon Carl E. Miller,	Augusta, Me.
Samuel Mather,	Cleveland, Ohio
Henry P. Merrill,	Portland, Me.
Frank Morrison,	Washington, D. C.
A. R. Nicol,	New York City
George Wharton Pepper,	Philadelphia, Pa.
Bishop T. I. Rees,	
Fleming H. Revell	New York City
John D. Rockefeller, Jr.	New York City
Warren S. Stone (?)	Cleveland, Ohio
Ambrose Swasey,	Cleveland, Ohio
Graham Taylor,	Chicago, Ill.
Luther E. Todd,	
George T. Webb,	New York City
Prof. Herbert L. Willett,	Chicago, Ill.
H. A. Wilder,	Boston, Mass.
Harry A. Wheeler,	Chicago, Ill.

"2. We recommend that the following officers be elected for the General Committee:

Chairman	Cyrus H. McCormick, Chicago, Ill. *
Vice Chairman	F. W. Ayer, Philadelphia, Pa.
	F. B. Smith, New York City
Recording Secretary	W. B. Millar, New York City

"3. We recommended the election of the following named persons as members of the Executive Committee:

John R. Mott,	F. P. Haggard,
Stephen Baker,	H. C. Herring,
Mrs. F. S. Bennett,	Robert L. Kelly,
A. E. Cory,	E. Clarence Millar,
Dwight H. Day,	Charles H. Pratt,
Mrs. W. H. Farmer,	John D. Rockefeller, Jr.
W. H. Foulkes,	James M. Speers,
George Fowles,	S. Earl Taylor,

"4. We recommend that Dr. John R. Mott be elected chairman of the Executive Committee.

"5. We further recommend that all secretaries be elected by and under the direction of the Executive Committee and that in the selection of titles that of director-general be not employed.

"6. "We recommend that the Executive Committee in filling its membership to reach the number of twenty-one, be directed to give special attention to adequate representation of the interests of Home Missions, Sunday School work and the organized work of women.

"7. We recommend that the Executive Committee be empowered after due consultation with all of the groups concerned to select and appoint not to exceed five representatives of the negro race to

---

* McCormick declined nomination later, and F. W. Ayer became Chairman.

serve as members of the General Committee.

"8. We recommend that the officers of the General Committee and the Executive Committee be ex-officio members of the Executive Committee.

"It was voted that the report be adopted.

It was voted that the Committee of One Hundred should hold three regular meetings each year to receive reports from the Executive Committee and to take such action as may be necessary and further that the Chairman of the Committee should be empowered to call special meetings on the request of any ten members of the General Committee.

During the noon intermission on February 6th a meeting of the Executive Committee was called and the following resolution passed:-

"Upon motion it was voted that it is the unanimous sense of the Executive Committee that there should be a chief executive officer of the Movement with full executive powers under the General and Executive Committees; that Dr. S. Earl Taylor should be that Executive officer and that he should be elected by the General Committee under the title of General Secretary of the Interchurch World Movement of North America."

During the afternoon session of the General Committee, February 6th, Dr. Mott presented this resolution to the General Committee and it was unanimously voted.*

REGIONAL CONFERENCES.

Following the meeting of the General Committee at Wallace Lodge, the general plans were presented to the country in a series of Regional Conferences. Beginning Febfuary 11, 1919, and continuing through the month of February and the early part of March, conferences were held in the following cities: Atlanta, Ga.; New Orleans, La.; Houston, Tex.; San Antonio, Texas; El Paso, Tex.; Los Angeles, Cal.; San Francisco, Cal.; Seattle, Wash.; Portland, Oregon; Denver, Colo; Chicago, Ill.; and

---

*The account of Wallace Lodge meeting taken from official minutes of the Interchurch World Movement.

Boston, Mass. At these conferences Ministers and Religious Workers, representing City, State and, sometimes, adjoining States, assembled. The plan and purpose of the Interchurch World Movement was explained and many of these conferences adopted findings. These selections from the findings of the Chicago Conference are typical of the spirit of all the conferences.

"The spirit of the entire conference seems to have been that of deep spirituality and prayerfullness and to have recognized the fact that the whole plan is but an answer to the prayer of Jesus Christ, that His followers should all be one and to His vision of world conquest.

The greatest of open mindedness and caution has been present throughout with a continuous dependence upon the leadership of the Spirit of God in the many places where the way does not seem clear. Such problems as the relation of independent churches to some organized body of the church the reticence of portions of the Christian forces to engage heartily in this program have all been made the subject of prayer for divine guidance.

The attitude of the Movement toward every organized effort which looks in the general direction of its own goal has been that of sympathy and fraternity. There seems to be a deep seat of desire to have the Christian forces take advantage of every other movement to the extent of its ability, while in no sense compromising its own position.

The conference realized the danger in surrendering its legitimate directive agency to the increasing number of agencies, some of which are good while others are admittedly productive of a fruitage which menaces the highest ideals of Christendom.

The principle of "Safety First" in the carrying out of this program must have no place. Its prosecution must be done in the same sacrificial and daring spirit which has characterized the work of our men in the war. A heroic challenge must be thrown at the feet of men of means and ability in a way hitherto unknown in order that the daring of Christian men may in no sense take second place in the eyes of men who have been willing to bleed and die for a great cause. **********

Finally it must be noted that while this conference has bravely faced every weakness in the past program and accomplishments of the church there has been no single note of failure in the word, prayer or song. It seems to be the common conviction that the church was never so much alive to its task as it is today; that its greatest ministry is to create spiritual vision, emphasize spiritual values and

challenge its whole constituency to the realization of its final goal meantime rejoicing in the thousand instances where its leavening influence has expressed itself in humanitarian ways, even though the label of the church has not been placed upon the deed.

It seems to be the sentiment of this conference that the world task now to be undertaken anew by the united forces of Christianity is most timely; that our resources are abundantly able for its accomplishment; and that these forces must be called out at the earliest possible time and that under the careful and sane leadership of men who are filled with the spirit of Him who knew no failure, it will be accomplished and in due time the divinely appointed work of the church be fully realized. 'We can do all things through Christ who strengtheneth us'."

PASTOR'S CONFERENCE

Following the series of Regional Conference, a Pastor's Conference was held in Pittsburgh, April 13th, 1919. One hundred of the leading pastors of the nation were present. To these pastors the purpose and plans of the Interchurch World Movement were presented. Much time was given to answering questions and to the discussion of plans. The conferences at the close adopted, without dissent, the following findings:

> "The pastors called to Pittsburg for a conference concerning the Interchurch World Movement of North America, having considered the plans and purposes of that Movement, so far as they have been formulated, beg to ask from you a sympathetic and cordial consideration of this endeavor, which seems fraught with such vast possibilities. In our judgment, this movement is born of God, and is a direct answer to the imperative challenge presented to the Christian churches by the present extraordinary world conditions.
>
> Believing, as we do, that the greatest opportunity of its history is before the Christian Church and that the task is so great and so difficult that no single denomination can hope to accomplish it (Neither can it be done by all the denominations operating independently), we hail with delight the advent of the Interchurch World Movement of North America. We heartily approve its program as presenting an opportunity for the Christian men and women of the Protestant churches to unite in a general movement to bring Jesus Christ to the world in this time of peculiar responsibility, and commend the literature sent out by the General Committee to your thoughtful consideration.

This movement is not designed to represent or secure through co-operated effort the organic union to the Church of God, but it is rather an effort to bring to bear upon the stupendous problems which confront us the cooperating forces of American Christianity.

While we cannot undertake to set forth the many elements in the present task of the church, the condition of great masses of wage earners clearly challenges our utmost of interest and devotion that the Christian spirit may be translated into economic and social justice for all,

We are profoundly convinced that while minor differences of opinion as to the methods of our cooperation may develop and many difficulties may arise, that, nevertheless, the need is so great and the task before us is so stupendous that emphasis must be placed upon the outstanding fact of our vital responsibility to combine our forces of prayer and service, seeking in this new and great endeavor the direction, guidance, and power of the Spirit of God.

The need is so large and the task so great that we can hope to accomplish the mission to which this movement is committed only through the blessing of Almighty God. We, therefore, as, that constant and earnest prayer be offered by all pastors and congregations that God will overrule and direct this endeavor to his own glory and the blessing of all mankind.

Lathan A. Crandall
Charles C. Selecman
William Horace Day
William S. Jacobs
M. S. Howland
W.A.R. Goodwin
Titus Lowe
George H. Combs
M. Ashbey Jones
Jacob W. Kapp
Edward S. Brower
COMMITTEE

CLEVELAND ALL BOARD CONFERENCE

A few days later, in response to an invitation sent out by the Interchurch World Movement, there assembled in Cleveland what was known as the All Board Conference. Almost 500 members of missionary, educational and benevolent boards attended this meeting, April 30 - May 2, 1919. Here the plans were presented in a more detailed way than ever before. After three days of presentation and free discussion this group adopted the following as its findings:

"We are impressed with the providential character of the steps and events leading up to this meeting at Cleveland. We reverently recognize what we believe to be the leadings of

the Divine Spirit in this Interchurch World Movement.

We believe that the magnitude and the urgency of the present duty of the Christian church to carry the gospel to all men and to all life, call for the greatest possible measure of effective cooperation among the churches.

We are convinced that the spirit of life and of common service which is now abroad among the churches needs for its expression and for its use such an instrumentality as the Interchurch World Movement provides.

We welcome this Movement as providentially presenting to the evangelical churches and organizations of America an unprecedented opportunity for cooperative effort to serve the whole world unitedly, effectively, and in the Spirit of Christ.

It seems to us to be of extraordinary significance that it should come into being at a time when the cataclysm of the world war has prepared the minds of men for religious impressions, thrown down the barriers to missionary advance and created an atmosphere favorable to the review and readjustment of industrial, social and international relations, in accordance with the teachings of Christ.

We commend the proposed method of basing the program of action upon facts to be ascertained by means of comprehensive and careful surveys. We understand that these surveys will not only cover those fields commonly classified as "missionary" but will include all evangelistic effort; the religious nurture of children; the enlistment and special preparation of youth for life service; the educational system of the churches at home and abroad-- general, theological, vocational and professional; philanthropic institutions-- hospitals, orphanages, asylums and child-welfare agencies; the means for the support of the ministry in retirement, as well as in active service; and the contribution of the church to the solution of the definite social and industrial problems of the new day of readjustment and reconstruction.

We believe that upon such a foundation of established fact the churches and organizations with which we are severally connected can unitedly appeal to the Protestant constituency of America in support of a program large enough and wise enough and practical enough to command the prayers, the money and the dedication of life sufficient to man, equip and spiritually energize the Movement, whose aim is nothing less than to make the Divine Christ ruler of the hearts and lives of all men.

We are persuaded that close and trustful cooperation in such a movement will weaken no true and worthy loyalty to denominational duty but will require the fullest contribution which each body can make in the line of its own

distinctive responsibility.

To meet the natural and proper inquiries of our churches as to the character and purpose of the Movement we deem it wise to state; that the Interchurch World Movement is a cooperative effort of the missionary, educational and other benevolent agencies of the evangelical churches of United States and Canada to secure the necessary resources of men and money and power required for these tasks; that it is a spiritual undertaking of survey, education, and inspiration; that it is an instrumentality of cooperation and coordination of administrative agencies, designed to serve and not to supplant them.

It is this positive character of the Movement that we desire to exalt. At the same time, to prevent misapprehension, we affirm our definite understanding that this is not an ecclesiastical movement nor an effort at organic church union. It will not disturb the autonomy or interfere with the administration of any church or Board. Neither will it undertake to administer or to expend funds for any purpose beyond its own proper administrative expenses. It has a definite and temporary mission. It will not duplicate or conflict with other denominational agencies. It does not assume responsibility or authority in questions of church or missionary policy, recognizing that these belong to the cooperating agencies and organizations. And we disclaim all statements, by whomsoever made, contrary to this declaration of principles.

We believe that the church need not fear to trust to the fullest extent such a cooperative effort created by their own agencies and responsible to their control.

In this endeavor unitedly to survey their common task and together to enlist the resources for its accomplishment, we see an opportunity for all our churches to bring to bear upon the needs of our nation and of the world the full measure of their Christian conviction and devotion, with no compromise of our denominational trusts and distinctive principles and no confusion of our individual responsibilities. This Movement makes possible our unreserved cooperation in an effort where each body gives itself to the common service and in accord with our Lord's promise, finds itself again enriched in the common life and strengthened with new power.

FINDINGS COMMITTEE

OF THE CLEVELAND CONFERENCE

Emory W. Hunt, Chairman	William E. Chalmers	G. M. Matthews
A. E. Armstrong	W. E. Gardner	Charles E. Miller
Frank L. Brown	Mrs. Ida Harrison	C. S. Nash
Helen B. Calder	James R. Joy	W. F. Oldham
W. C. Pearce	Warren S. Stone	W. B. Anderson

Frank W. Shelton
James S. Snowden
Robert E. Speer
Luther E. Todd
Fennell P. Turner
Charles L. White
E. P. Willis

ADDITIONAL REGIONAL CONFERENCES

Following the Cleveland All Board Conference additional Regional Conferences were held at: Pittsburgh, Pa., May 12, 1919; Cincinnati, Ohio, May 13, 1919; Louisville, Ky., May 14-15, 1919; St. Louis, Mo., May 16, 1919; Kansas City, Mo., May 18, 1919; Lincoln, Nebr., May 20-21; Omaha, Nebr., May 21, 1919; St. Paul, Minn., May 22, 1919. The findings of the Minnesota Conference which was held May 22-23 show the attitude and spirit of the second series of Regional Conferences:-

> "As a body of 700 delegates from the various churches of the State of Minnesota in conference assembled in the Twin Cities May 22nd and 23rd at the invitation of the executive committee of the Interchurch World Movement we submit to the Christian people of the state this expression of our convictions.
>
> Inasmuch as the era of co-operation for the solution of world problems is undoubtedly at hand as the challenge of the hour cannot be met by uncooperating Christian forces, we believe that this great conference has demonstrated to us that the Interchurch World Movement is the Providential agency to elaborate and carry out a program of heroic proportions through the co-laboration of the denominations and all affiliated organizations.
>
> And it is particularly regarded as the church's duty more than ever before to struggle with all self-sacrifice and evident singleness of heart to make effective the laws of justice and righteousness in the realms of industrial and social life - progress in the attainment of which cannot be hoped for without united effort.
>
> With respect to the spirit and intention of the whole Interchurch World program we are further convinced that it in no wise affects the autonomy of denominational life and seeks only that co-ordination of aim and resources which best guarantees the reaching of our common goal.
>
> We, therefore, commend the movement through the delegates to the several church bodies of the state that they may give

it their hearty support, and that the purpose of the conference may be fully realized we recommend that immediate steps be taken to make the necessary survey of the whole state of Minnesota looking toward the application of all the constructive principles of the proposed program."

NEGRO CONFERENCE

The Conference and Convention Division of the Field Department also arranged for and conducted a series of one day Negro conferences throughout the South. While these conferences were held with a definite purpose in view as to the community or locality in which they were held, they also pointed toward the National All Board Conference of Colored Denominations which was held at Columbus, Ohio, in July.

FINDINGS OF THE ONE-DAY NEGRO CONFERENCES

These one-day conferences were apparently very successful in bringing out the attitude of the colored churches toward the proposed movement for cooperation.

The following findings of the Atlanta, Georgia meeting, which was held on May 16th, 1919, and the Washington, D.C., conference held May 28th, 1919, are typical of the findings of every conference:

Atlanta, Ga.
May 16th, 1919.

Voted - It is the opinion of the Atlanta One Day Conference of the Interchurch World Movement of North America, held in the Wheat Street Baptist Church, Dr. P. James Bryant, Pastor, composed of religious leaders from Georgia, South Carolina, Alabama, Mississippi, Tennessee, Arkansas, Kentucky, and Pennsylvania, in which are Pastors, Presiding Elders, District Superintendents, Moderators of Associations, leaders of Sunday Schools, B.Y.P.U. and Christian Endeavor organizations, Y.M.C.A. Workers and leaders of Women's Missionary Societies, that the magnitude and urgency of the present duty of the Christian Church to carry the Gospel

to all men and all life everywhere call for the greatest possible measure of effective cooperation of all denominations.

And being thoroughly convinced that the spirit of life and of common service that is now prevalent among the churches need for its expression and for its use, the largest instrumentality that can be provided; from that we have heard of the Interchurch World Movement and believe to be its purpose, we think said Movement provides the needed medium for such an expression.

We further believe that if the methods proposed as the basis of its program are carefully and conscientiously carried out, the most lasting benefits will accrue to the Cause of Jesus Christ throughout the world. So firm are we in this belief that we pledge our profoundest sympathy and heartiest support to the promoters of the Movement and stand ready to cooperate in facilitating its progress.

In order to meet the natural and proper inquiries of our churches as to the character and purpose of the Movement, we deem it fitting and proper to state that as far as we understand the Movement, it is not now nor does it purport to be an effort to foster the organic Union of any churches, but is purely a co-operative effort for the Missionary, Educational and other benevolent agencies of the Evangelical churches of Christ in the United States and Canada; and as a Movement or Agency, when its contemplated and assigned task is accomplished, it ceases to have any reason for further existence.

We therefore earnestly ask for it the heartiest support of our bretheren everywhere.

COMMITTEE

Dr. R. H. Singleton----------A. M. E. (Chairman)
Prof. B. R. Holmes----------A. M. E.
Dr. J. M. Nabrit----------Baptist
Prof. S. H. Archer----------Morehouse College
Dr. P. Jas. Bryant----------Baptist
Rev. M. Thompson----------Presbyterian
Dr. W. Q. Rogers----------Episcopalian
Dr. B. J. Bridges----------A. M. E. Z.
Mr. W. J. Trent----------Y. M. C. A.
Rev. W. H. Evans----------C. M. E.
Dr. L. H. King----------M. E.
Dr. L. G. Jordan----------Baptist Missionary Board
Mrs. S. C. J. Bryant----------Women's Convention
Dr. D. W. Cannon----------Sec'y. Educational Work of Bapt.
Prof. C. L. Harper----------Allen C. E.

Washington, D. C.
May 28th, 1919.

We, your Committee on Tentative Draft of Suitable Findings with regard to the position taken by the One-Day Conference composed of religious leaders from West Virginia, Maryland, and District of Columbia, representing organizations of the B.Y.P.U., Christian Endeavor, Y.M.C.A., Baptist Conventions and auxiliary bodies, W.C.T.U., and Baptist, Methodist, Lutheran, Methodist, Episcopal, Congregational, C.M.E., A.M.E., A.M.E.Z. Churches, held in Washington, D.C., May 28th, 1919, at the New Bethal Baptist Church of which Rev. W. D. Jarvis is pastor, beg leave to make the following report:

Whereas, it appears that the time is ripe for a closer affiliation of Protestant Churches for the World's salvation, and

Whereas, the Interchurch World Movement seems to offer the best opportunity for accomplishing this thing, and by entering into such a Movement no church or denomination will lose its autonomy,

Be It Resolved, First -- That we indorse in general the Movement as now set forth, and pledge our support to the same to the extent of our ability.

Second -- That we recommend to the National Organization of Interchurch World Movement that the Negro denominations cooperating with the Movement be given the power to choose their own representatives on the National Committee of 150, or on such other committees as may in time constitute the National governing committee of the Movement, and that the Negro denominations be given representation according to their numerical strength.

Third -- We further recommend that all declarations of the Movement affecting the interests of Negroes and all literature bearing on the same be submitted to the Negro members of the Committee before being given to the public.

(Signed) - Committee

Rev. G. D. Mack,
Rev. C. C. Somerville,
Rev. W. H. Branch,
Mrs. Rossetta E. Lawson,
Rev. F. W. Williams,
Rev. S. B. Wallace,
Rev. W. A. Taylor,
Rev. F. O. Bullock,
Rev. C. L. Knox,
Mrs. J. H. Randolph,
Rev. J. P. Hubbard,
Rev. Wm. H. Jernagin, D.D.(Chairman)
Rev. John M. Bean,
Mr. C. H. Tobias,
Rev. W. H. R. Powell,
Mrs. W. T. Johnson,
Mr. John W. Davis (Secretary)
Mrs. A. E. Waddleton,
Mrs. Almer J. Scott,
Rev. Dr. L.E.B. Rosser,
Rev. D. E. Wiseman, D.D.
Rev. H. J. Callis, D.D.

ALL BOARD CONFERENCE OF COLORED DENOMINATIONS.

At this conference held at Columbus, Ohio, July 8-10, 1919, the proposed work of the Interchurch World Movement was presented to the delegates by members of the Cabinet and other speakers. The program was similar to the one presented at the All-Board Conference in Cleveland.

There were many very interesting and plain discussions. The delegates seemed to be of the opinion that it would be hard for them to get the proper racial representation on the General and Executive Committees of the Interchurch World Movement. They were assured, however, by Dr. A. E. Cory and others that they would be fairly treated and arrangements were suggested for denominational representation which would give the colored denominations a proper ratio of membership on the General and Executive Committees of the Interchurch World Movement. At the conclusion of the conference the following findings were presented and adopted:-

FINDINGS OF THE "ALL-BOARD CONFERENCE" HELD IN COLUMBUS, OHIO JULY 8TH - 10TH, 1919.

To the Presiding Officer and Members of the "All-Board Conference" of the Interchurch World Movement in session assembled.

First - Greeting:- We the Committee on Findings beg to submit the following report.

We beg to express our appreciation of the opportunity afforded us for putting ourselves on record as approving of the Interchurch World Movement as one of the greatest Movements inaugurated for the uplift of humanity.

Second - In order that we may the more effectually

carry out the purposes and plans set forth in the pronouncements above referred to, we respectfully recommend that the General Committee of the Interchurch World Movement be so enlarged as to allow a representation of twenty-two Colored members on said Committee and that as far as is consistent with the spirit of the Movement these twenty-two representatives be distributed as follows:

Baptist	4
African Methodist Episcopal	3
African Methodist Episcopal Zion	3
Colored Methodist Episcopal	3
Methodist Episcopal	3
Presbyterian	1
Congregational	1
Episcopalian	1
Christian	1
Young Men's Christian Association	1
Young Women's Christian Association	1

Said representatives to be named by the respective church organizations.

Third - We further recommend that the Executive Committee of the Interchurch World Movement be asked to appoint to immediate membership on said Committee one Colored representative and that as soon as practicable the number of Colored representatives on the Executive Committee be increased.

The Committee has expressed its choice of the person to fill the existing vacancy and nominated as its representative Professor J. H. Hawkins of Washington, D. C.

Fourth - We further recommend that in the general organization for the successful prosecution of this Interchurch World Movement, that in the setting up of the machinery for operation of the same the management shall be inter-racial throughout.

Fifth - The Committee feels it timely to offer as part of our report the following resolutions:-

'We the delegates to the 'All Board Meeting' of the Interchurch World Movement in session assembled in Columbus, Ohio, desire to express to bretheren Millar, Cory, Taylor, Doughty, and the other members of the Staff of the Interchurch World Movement of North America, our great delight at the attitude displayed by them in the conduct of this meeting, their wisdom and broadmindedness in planning this great Movement for the glory of God; the freedom from race prejudice and selfishness displayed by them in the treatment of their Colored fellow Christians and broad vision and comprehensive grasp which they possess of the command of our Lord Jesus Christ to preach the gospel to all nations and to make disciples of all men and to

go out and possess the land, at home and abroad, for Christ. And we shall pray continually for these bretheren and all associated with them in this World Movement for God, that the Holy Spirit may guide them in all their deliberations and planning to the end that this Interchurch World Movement of North America may stand unequivocally and in all the time and in all of its words and work for the Fatherhood of God, the Messiaship of Christ, the brotherhood of all believers in Christ, the Divine authority of God's World and a Christianity that shall practice the Golden Rule and the principles enunciated by Christ in the Sermon on the Mount and in His Intercessory prayer in John the seventeenth chapter - in its dealings with men - all men - and nations; And that we shall gladly cooperate in every way consistent with the loyalty to Christ with our brethren Millar, Taylor, Cory, etc., all in their efforts to bring in the Kingdom of our God and His Christ.'

'We, the delegates to the 'All-Board Conferences' of the Interchurch World Movement of North America, in session assembled at Columbus, Ohio, desire to place ourselves on record as being greatly pleased with the efforts our beloved brother, Adolphus Lewis, has made and is making to have the various denominations of our race come into this great Christian Movement on an equal footing with the denominations of other races.

We feel that brother Lewis has come to the Kingdom for such a time as this and we hereby express our full confidence in his wisdom and judgment and in his loyalty to the highest principles of Christ's Church, and his loyalty to the Negro, and pledge to him our prayers and our hearty support in every effort he shall make to further the cause of Christ and of our race through the Interchurch World Movement of North America.'

Respectfully submitted,

Bishop George W. Clinton (Chairman)
Bishop C. S. Smith
Bishop C. H. Phillips
Bishop R. A. Carter
Bishop G. C. Clement
Dr. J. C. Jackson
Dr. L. G. Jordan
Dr. J. Milton Waldron
Dr. J. Francis Wilson
Dr. John W. Lee
Dr. E. S. Willett
Dr. J. E. Shepherd
Dr. Alfor Lawless
Dr. L. Garland Penn
Dr. J. W. E. Bowen
Dr. J. C. Dancy
Dr. J. P. Wragg
Dr. J. R. Hawkins (Secretary)

Dr. R. S. Stout
Dr. G. W. Allen
Dr. Henry L. Herod
Mr. C. H. Tobias
Mrs. Anna W. Blackwell
Miss Eva Bowles

COLORED WORK

(Executive Committee, Sept. 19,1919.)

Dr. Cory reported for the colored work, stating that the colored people were asking whether they were going to be adequately represented on the Executive and General Committee that they felt that they should have at least one representative on the Executive Committee and that the representatives on The General Committee be increased from five to twenty.

The Nominating Committee recommended that Prof. S.R. Hawkins be elected a member of the Executive Committee, as suggested by the Columbus Colored Conference. Voted that he be elected, to the Executive Committee.

Voted that we recommend to the General Committee that adequate representation be given to the Colored Churches on the membership of the General Committee.

Voted to ask the nominating committee to receive any further suggestions for additions to the General Committee at Cleveland.

SPIRIT IN WHICH WORK WAS UNDERTAKEN AS SHOWN BY QUOTATIONS FROM SPEECHES OF THIS PERIOD

After five months of preliminary activity and announcement and after the widest and most thorough publicity had been given the proposed plans and purposes of the Interchurch World Movement, the leaders felt that the endorsements gave them sufficient warrant to proceed.

The following are some of the outstanding expressions found in the speeches of this period, which set forth the condition of the time and which indicate the depth of the convictions of the leaders and the spirit in which the work was undertaken.

Statement by Dr. S. Earl Taylor *

> "I can bring you the word of the men who are working on this movement. They have not welcomed this movement in the sense that they have rushed into it lightly. It is going to cost life somewhere. It is going to take life blood to put this thing through and the men are not going in lightly at all. I do not find anybody that has any preconceived ideas as to how it ought to be done. We find deep conviction that it ought to be done. We need a way and have an earnest desire to find that way, and so today I want to lay before you the plan in its detail so far as it has been outlined. We want to check up your judgment. We want all the help you can give us in constructing the plan."

Statement by Dr. H. C. Herring **

> "Now there is no need to say more except to emphasize as I conceive one element that has been common to all this gathering. This element, this factor, is the persuasive and imperative and commanding impression that in it all the spirit of God is calling up to do a new and greater thing. I think I am

---

*Cleveland All Board Conference, May 1st, 1919
** Cleveland All Board Conference, April 30th, 1919

interpreting many other minds as well as my own, but I shall speak for myself solely. Again and again, in confronting the puzzles, the problems, the complexities, the colossal demands of the undertaking, I have found myself hesitating for a moment only to be lifted out of hesitation by the assured confidence born in me and borne in upon me that we have come to the place where God is speaking a new word of command which we dare not refuse to hear.

* * * * * * * *

We are here, I am persuaded, to think, to kindle a new fire of devotion and purpose, and I have spoken of the complexities. They are real, the puzzles, the problems. I suppose few of us can realize what the little group have had to do carrying the responsibility. There is no doubt about the complexity, no doubt about the colossal demand, but it is just as true that the undertaking is simple. It involves no local questions worth mentioning. It involves no ecclesiastical question as Mr. White has said. It does not demand that we become sponsor for one another's theology, and what a relief that is! It demands simply that we be sponsors for one another's Christianity, and how easy that is. It demands that we put head and hand and heart together to study the total field, to plan the total budget, to appeal to our total constituency, only a fragment of which has been appealed to.

This is the outcome of it all, of brotherly living, of trying to do that great world task which was inaugurated when Christ gave up His life on the cross - the task upon which we have made so imperfect and halting fragmentary a beginning up to date. Here on the hither side of these years of agony, Christ stands with us today and bids us go forward today to the new, the greater thing.

Statement by James I. Vance, D.D.*

"The church faces a task that is staggering but sublime. The war has released forces in human society which will wreck the world if allowed to run wild, but which will usher in the Kingdom if brought under the control of the law of Love. The question of the Christianization of the world has suddenly become the biggest form of statesmanship. The problems are intricate, pressing, threatening. If the church breaks down, society is lost. If the Gospel cannot meet and master the situation which confronts the world today, it breaks down before its supreme opportunity, and fails the race in the hour of the world's most desperate need.

---

* Tennessee Training Conference, December 8th, 1919.

If co-operation is to be effective, authority must be invested in some committee or commission that constitutes the unified head of the movement. We shall not be able to make much progress or do anything that is really efficient if the unified head is not a head, but a tail. If the organization created to lead a co-operative campaign is denied initiative, is handicapped with suspicion, can make no forward move without first submitting its plans to general assemblies and conferences and supreme ecclesiastical judicatories, is it likely that the army of the Lord will ever get much further than the training camp?

* * * * * * * * * * *

It is co-operation for action. It is getting together to do something, to do as a single force the thing we are all trying to do divided. It is not a scheme for a rose-water creed, but a campaign adequately to give the water of life to the thirsty and dying world. It is uniting not to change anybody's doctrinal views, but to harness the driving force of the religious convictions of every disciple of Christ to the supreme task of bringing the world back to God.

* * * * * * * * * * *

Therefore if we are to learn from world movements which have been successfully operating in our day outside the church, if we are to translate these lessons into the biggest of all world movements - the Christianization of the race- if we are to see in enlarged opportunities a more urgent summons and find in concerted action a secret of success, we must be willing to trust somebody with leadership. We must have enough statesmanship to formulate a united campaign, and enough loyalty to the organization we created to fall into line and keep step.

* * * * * * * * * * *

Are the churches able and willing to do it? Will men who have caught the vision be able to pass it on to others in such a way that it shall be translated into reality? Or are we to be held back by denominational rivalries and suspicions? Are we to make the supposed interests of a particular denomination against those of our common cause, and conclude that Christ's Kingdom will best be served as the denomination is served?

* * * * * * * * * * *

The Interchurch World Movement has projected its work along four lines, a unified survey, a unified budget, a unified publicity and a unified campaign. It will require the highest statesmanship the church can furnish to develop this movement in such a way as to make its possibilities realities. These possibilities are well nigh measureless. The movement is regarded by some as the most significant and far-reaching in the

in the church since Pentocost. That it can be made such seems probable. That it will become such remains to be seen. It is for the denominations behind the Movement to determine whether or not the chance shall be given. It is for them to say whether the dream of the New York conference shall come true, or whether it shall be another splendid vagary of men who dream dreams and see visions, but whose castles are never more than castles in the air.

* * * * * * * * * * *

The church has come to a day when it must not think of itself, but of its work. It must be not only willing, but eager to make any sacrifice that will enable it to function for world redemption. The nations need the ministry of a church baptised with the spirit of Calvary. Only such a church will answer now. For the church as for the individual, the road to be traveled is sacrificial service. A church that is out to save itself is doomed. A church that mistakes denominational success for the coming of the Kingdom needs to revise its standards. A church that is not willing to give up anything in order to save the world will never function Calvary, 'Except a grain of wheat fall into the earth and die, it abideth by itself alone; but if it dieth it beareth much fruit.'"

Statement by Fred B. Smith *

"I am wondering whether there is in this room men of ability to so express this thing and to so interpret it that we can make the world to which we go tomorrow or the next day believe that this thing is worth listening to. I do not know whether you have any consciousness of it; I am not sure that I have, but this I do know, we have got a terrible task to make this nation of ours alone think about this vision. Do you know, the minute you go down from this hall you will meet plenty of men who will say 'You have gone crazy again, perfectly silly', -- church men, ministers, missionary board men. Some of them are going to say that to us; that it is perfectly silly to undertake such a thing, that it is nothing but the idle dream of some fanatic.

We have just passed through an era when the manhood of the nation and of the world has reached such a height that they have turned away from pleasure. They have risen to heights where men of great power and wealth have said, 'We would be willing to give all we have got to win this war.' We have been looking into the faces of men that have gone toward No Man's Land and have said, 'What is life, if it is in a great cause? And now, we are in a period when there is a great relaxing going on, and men are going back saying, 'Let us find those toys we played

---

* From speeches made at Wallace Lodge, February 5th, 1919.

with, and out of which we have found so much fun.' Many a man has turned his face back and said, 'Believe me, I will get some money now.' Many are saying, 'Let us eat, drink and be merry.' All I want to say is this, 'Can we take a program like this and put it into such terms that men like that are going to say, 'There is the conclusipn; there is the continuation of that vision I saw in 1917 and 1918.' I wonder if we can do it. That is all. It is quite a task after they have relaxed. Millions of them are saying, 'Let us alone now, to go back to our ordinary humdrum tasks, pleasure, money and the like.' When I look at it that way, I am asking myself if it can be done.

Will you pardon me if I ask this other question? As I have been sitting here today and looking in my own heart and thinking of you in this room with whom I have worked for so many years, I have been asking whether we could do it. Believe this, will you? This thing we are talking about in this room is going to be done. I am not at all sure we are going to do it; that depends. But I am sure of this, that if you will wipe this committee out, if we, at the close of the day, when the sun is setting tomorrow, vote to adjourn indefinitely, not to meet again, somebody else will organize. I know that. I know this is going to be done, and I am wondering whether we are going to do it or not. I am wondering whether the leadership is here. Do not misunderstand me; I believe it is. And I pray that it may be. But somebody is going to lead a truly great thing some day, truly great. I am not sure it is us.

The great moral, spiritual, religious church world is traveling now after something; there is an out-reaching for something. There is a holy discontent that we have; there is a deep determination that something better shall come. If I know anything, I am just as sure as I am of my presence here and of my words now, that there is a chance for a perfectly wonderful thing to be done for the cause of God. If ever that is done, mark you this, when that final great movement comes, we may be only a kind of a voice clearing the way for somebody that is going to do it five years from now, and when that great movement comes it is going to be led by men and women who have forgotten all anxiety about prerogatives, organic or personal. The fact is, I am just where I would like to go off alone a while, and see if I could make out any kind of a proper estimate of myself. That is what I am wondering about in part, whether we have risen to a height, whether we have still in the way little, underground anxieties about our petty schemes, our petty churches, our petty societies. If we have, then we will only go a little way and somebody else will have to come later and rise up and go on. In other words, I am saying that this is no mere pleasant afternoon that we have started upon."

* * * * * * * * * * *

'Somebody in the beginning -- I have forgotten where it

was,-- said 'We are bringing streams into this'; I believe it was this figure that was used, that it was very difficult for them to mingle. I know that, but let me say this other too. If these streams will not mingle, then in my judgment they are not streams at all, but are rather stagnant pools, and they will be permitted to dry out while we go out and catch some new springs, for I say to you here in the opening of this great movement, that in my judgment we are going to lift the world toward God, and unless this movement dare declare not only geographic religion, but intensive religion, it is better that we close our books today and stay at home."

* * * * * * * * * * *

"We have got tremendous denominational notes being sounded around here, and they are being sounded by inter-denominational men who are hungering to hear a greater voice. Why, it is simply a wonderful hour to preach inter-denominationalism. I rejoice in this movement because it is going to offer opportunity for corrective. We will break in one or two places. There are one or two places where we are sure of breaking, and I am going to put my finger on one right now. This movement will break unless it has a courageous voice when it yields itself and lends to the corrective that is necessary to it. This is going to offer an opportunity for corrective in the religious world."

Statement by John R. Mott *

"With our view of Him on the one hand, and with our view of this unexampled, unparallelled, overwhelming -- oh, how true it is -- overwhelming world situation, let us find ourselves as a committee; let us find our message; let us find the words that God would speak to us. Already our intuition spells it out. We hear Him calling as we face our Divine Lord, and as we face this world, calling us to do something very large. I venture to say that the person is not in the room who could retire to rest tonight in comfort, having committed himself to a small plan. In my judgment, for the first time that I have lived, and I say this advisedly, it is possible for Protestant Christianity to have a plan that will be literally world-wide. That of course means that we shall shake the United States of America to a degree that has never before been done in any piece of planning which has been conceived; but it means not only that, but we shall bring within our view, within our surveys, within our intensive studies, the entire inhabited earth. We are summoned to nothing less than this large plan. We must not longer lag around any of the so-called citadels of the Christian or the non-Christian world. We would be at odds with the spirit which has been brooding over us this day and these great days from which we have so recently emerged, if we allowed

---

* Wallace Lodge, Feb. 5th, 1919.

ourselves to shrink or to quail in front of any of these obstinate problems which confront Protestant Christianity. The world has been schooled to largeness."

* * * * * * * * * * *

"When I think of the demonstrations we have had of capacities for vicariousness and heroism and perseverance and concerted effort on countless fields, and back of the lines before men got to the battlefield, and in these millions of homes, then I say we have got vast reservoirs on which to draw, and there would be something pitiful and incongruous in our going out with this committee of one hundred with anything less than a very large plan. We need also to give to this generation, which is probably better prepared for it than any generation since Christ rose from the dead, we need a plan great like this, in order to demonstrate convincingly the adequacy of the Christian religion. Only a plan great enough to combine both the home and the foreign fields will suffice. That is, Christ who is able admittedly and visibly to deal adequately with the entire world, is able to deal with any part of it. That is one of the tremendous advantages of this plan. We are called to a greater unity than has yet been exhibited under the name of Protestant Christianity. We have seen in this war the necessity of unity. We have seen the possibility of it under very difficult conditions, and then we have seen the value and triumph of an actual unity on the part of the Allies. But what a price we had to pay! As I look on it, we paid 18 months longer for the war than would have been paid had we had that unity at the beginning; at least 18 months, with millions of additional graves filled, with other millions maimed and mutilated. That is the price we paid. Now, God grant that some day discerning souls may not point to equally tragic prices which Protestant Christianity has paid as a result of finding and illustrating our solidarity when she was summoned in unmistakable terms to get together and understand together. I say we are called into this larger unity, a unity that would make easily possible the masterly occupation in force of every battlefield, at home and abroad. Of this I have no doubt."

"That leads me to say very simply that I hear with you tonight a voice calling us all as a committee, and those who would join us in whatever exercising of a larger leadership in the sense that Christ defined leadership, when He said, 'He who would be greatest among you, let him be the servant of all.' As I see it, there are tens of millions of Protestants today that are ready to follow the right kind of leaders, I mean leaders who know the way and who know that they know the way, and who have the courage that keeps them from shrinking back from their visions, the leaders who place themselves at His disposal, to do His will and not theirs, cost what it may. There are millions ready to follow them. He is looking for them; the great quest is on. Is he going to find these leaders in sufficient numbers?"

"What one says with reference to the United States and Canada might be said in large measure of many other nations. Not only the manifoldness of the opportunity shows the uniqueness of it all, but likewise the wideness of the open doors of the world. In this respect it is literally world-wide opportunity of which we speak, the race, the people, the grouping of mankind which today are not more accessible to the great Christian effort than they were even a few years ago. I say even a few years ago, because we thought the opportunity was in a class by itself before the war, as recently as that. I am persuaded that we have a wider opportunity today than we had five years ago, and that is saying a great deal. Or whether we have in mind the simultaneousness of it all which impresses me even more than what I have said in these other relations, because there may have been times when, in certain parts of the world the doors open were as numerous and appealing as they are today. There may have been times, in fact there have been times when certain classes of people in certain countries were as open to the friendly and constructive mission of our Faith as they are today, but I make bold to say that never has there been a time when simultaneously all over what we call the home field, and throughout the vast stretches of what we call the foreign field, the doors were as open as they are today." *

Statement by Raymond Robbins.**

"Democracy can't live without a vital Christian conscience. Autocracy can. Democracy needs a vital Christian conscience to give self-control to powerful individuals and other serving purposes to wealth and strength, or you will get class domination of your commonwealth and betray your democratic institutions. Christ is essential to democracy.

A Christian conscience still so uncorrupted and secure through the mass of the people that if we unite that Christian conscience, if we unite that political purpose behind our whole advancing national life, we can meet the challenge of this class economic force program and throw it back upon the land that gave it birth. We can preserve free speech and free principles and that vital principle of free church to serve the church, the serving economic order, and build that republic under God for which our fathers died.

We can meet every need of the nation's life within the Constitution and the law and we will do it if there shall be that united purpose in the Christian church which, after all is said and done, is the supreme guardian, if you will, of the Christian conscience.

I know the decadence of great city churches in some places and I know some of them that are doing glorious work, but I also

---

* Statement by John R. Mott, Atlantic City, N. J., Nov. 5th, 1919.
** Cleveland All Board Conference, May, 1919.

know the little white church on the hill and the little red church in the valley where there is that vital, genuine Christian fellowship under the leadership of a Christian preacher or pastor, vitalizing the daily life of men and women and children.

Men and women of the Christian church, in this great hour of the life of the nation and the world, will we unite? Will we cooperate? Will we put the whole strength of our common churches, our common fellowship behind a great program of Christian service, of Christian purpose, of united Christian mind so that then in this hour we answer the challenge of the time with a strong serving church and a strong serving state?

Thirty years from today shall it be said that we couldn't do it? That when the challenge came the leadership of the world, the leadership of our nation, that we were so divided, so separated, that we couldn't play the great part or that other thing that uniting as we are here today, uniting as you are under the leadership in this conference, going forward as you will go forward under God, we met the challenge, we united, we put over the Interchurch World program and stood four square, building a new national purpose through the power of the Christian conscience, blazing out the way which all the nations of the earth shall come in God's appointed time?"

Statement by Alfred Noyes*

"A few years ago to make the statement, 'Civilization is imperilled,' would have seemed fantastic to the majority of level-headed men and women. Today it is the expression of a constant thought that troubles all of us. It is the most level-headed members of the community who are most anxious. Only the irresponsible and thoughtless are unconscious of a vast peril to that slow growth of the ages which we call our civilization.

Practical men, with their feet planted solidly on the earth, are looking into the future as into an immeasurable darkness, and they are not sure whether there is solid ground in front of them or whether the next few steps may bring them to the brink of a precipice.

It is hardly too much to say that if Great Britain should lapse into disorder for one weak moment, the whole future of civilization would depend on one country, and one alone - The United States of America."

* * * * * * * * * * *

*In the Saturday Evening Post.

"The time has now come for the combined forces of Christianity to reassert their divine creed and bring healing to a wounded world. May all the power and idealism of the great republic move behind this new crusade and lift its glorious symbol to complete victory again."

Statement by President Wilson

"Once more in the providence of God, America has opportunity to show the world that she was born to serve mankind."

Statement by Colonel House

"There can be no permanent peace unless the churches can Christianize international relationships."

Statement by J. Campbell White

"Christ or chaos for the world is the question for the Christian army to answer today."

Statement by Dr. Pinson

"We have been singing, 'Like a mighty army, moves the Church of God.' Can we sing it now? We have seen how a mighty army moves. It levies its billions of dollars and getsthem. It enters our kitchens and tells us what we may eat. It builds ships, requisitions factories, builds cities overnight, takes over whole railroad systems, it demands our best. Mothers kiss their boys good-bye and send them to face cannon. Men go singing by the millions, 'To the Red Rampart's Slippery Edge.' If we dare sing like that we must set an undreamed-of standard of loyalty to the Prince of Peace. We have not been marching, we have been marking time."

Statement by Vice President Marshall*

"Now I welcome this Interchurch Movement as the one sure foundation for the peace of America, for the industrial peace of America, and for the binding of the American people with all right-thinking people around the world, for the maintenance and preservation of the peace of humanity."

Statement by Auckland Geddes **

"There is a question of great importance in many countries in Europe at the present time, that I believe you, too, may have to face. It is purely political in form. It is ab-

---

* At Washington, May 2nd, 1920
** At Washington, May 2nd, 1920.

solutely religious in answer. It is this: Is true democracy to survive, or is power in so called democratic countries to pass into the hands of a determined minority that knows what it wants, which is always the same--loot--and knows how to get it, by bribery perhaps, by blackmail, by terrorism perhaps, or by subtle corruption. Whenever that question has to be asked in any nation I believe the true answer is this, that it depends whether a majority of your citizens are subjects of God Almighty, Maker of heaven and earth, or worshippers before the false gods, the satanic three, money, personal pleasure, power. We can always separate the subjects of God from the worshippers of the false gods. A subject of God when he is asked to do something or to take part in preventing something being done, asks the instinctive question, 'Is this right?' To the other the instinctive questions are six: 'Will it give me more money?' 'Will it give me more power?' 'Will it give me more pleasure?' Or, 'Will I lose money if I do not?' 'Will I be less comfortable?' ' Will I lose Power?' The worshippers before the false gods can be bullied, driven, beaten from pillar to post by any determined minority, the other, never. And today the question whether the majority of the citizens are of the sort that can say 'Never' or not, is going to settle the fate of many a European nation.

We are apt to underestimate the work that was done by the prereformation church in Europe, when during the centuries it turned those savage, brutal tribes from which we are descended, into the law abiding, peaceful peasants and husbandmen of Europe, upon whose virtues and upon whose aspirations the whole fabric of European civilization has been raised. We are apt to underestimate in our thought the value of this work. The question might often have been legitimately argued before the summer of 1914, but he who has seen the modern European, in the struggle of fighting, stripped of all his acquired civilization, and has seen him revert to the cruel, blood-thirsty savage that underlies us all, knows and can never forget the spiritual value, the worth of the extraordinary spiritual impulse that must have infused the early church to civilize Europe. The whole of European civilization is based upon the Christian ethics. It is true as all things decay, there had to be a change, and that in Northern Europe the reformation was inevitable. We need a quickening as of a new reformation now."

Statement by Dr. William Hiram Foulkes *

"There has been a limitation of vision which in this Movement, under the favor of God, will be removed, so that - under the eyes of our common survey which is lifting us all to see with the eyes of our Lord - we will see the whole field of world need in all its appalling and in all its appealing power."

---

* Interchurch Leaders' Training Conference, Atlantic City, Nov. 5th, 1919.

"There is a common message for which this nation and this world is waiting today, and that common message cannot come out of divided counsels. It can only come out of groups that are regrouped, bringing the lesser unities of denominational identity and temperament and mood into the larger unities of cooperative effort and achievement."

Statement by Rev. William P. Merrill, D.D. *

"There are risks in this Movement. It may sweep us off our feet, get us in over our heads. But the river of God's grace which Ezekiel saw in a vision flowing out to save the whole land, even the Dead Sea itself, was a 'river to swim in.' May God sweep us and keep us out of our depth, in the current of a great tide of life far greater than our most daring thoughts and plans. The church that will meet truly the vast challenge and need of this age is the church full of the spirit of that great word of Christ. 'If ye have faith, nothing shall be impossible for you.'

Statement by Dr. Abram E. Cory **

"A new sense of fellowship and of community responsibility in the Saviour's business is growing. Men no longer refuse to clasp hands across boundaries that are largely imaginary. They are thinking less and less of ecclesiasticism and more and more of the church. The Interchurch World Movement is a logical consequence. Most of those who have studied its development are unable to escape a conviction that the hand of God is in it. Otherwise they know not how to explain the way in which it has stormed the hearts of earnest men everywhere, its almost simultaneous birth in many minds, and the universality of its appeal.

-THE RETURNED SOLDIER-

A great concern was felt for the returning soldier and much was said in regard to the program or programs that might interest him, as shown by the following paragraphs from the speech by Rev. Ashby B. Jones: ***

"I confess that there is an intolerance in my heart for those who cynically strive to discount the idealism of our people, by declaring that our army went to France to fight for our land and our ships. How quickly men forget their own history.

---

* Minister, Brick Presbyterian Church, N.Y.C. Address to Pastors' Conference, Pittsburgh, April 23-24,1919.
** Secretary, Men and Millions Movement, of the Disciples of Christ. Article in the Christian Century, August 21, 1919.
*** Pittsburgh, April 1919.

Page 55 missing

This country was absolutely cold to the propaganda that Germany was seeking to conquer the world, and that we had better fight now than later. Whatever one's individual opinion might be as to what we ought to have done, this nation refused to fight to avenge the assassination of the Lusitania. There never was an hour during 1915 and 1916 when Germany would not have been glad to have traded with us. We need not have mustered a regiment or fired a gun. All that would have been required of us was that we should dock our ships. In six months we would have starved France and paralyzed England, and then divided with the Imperial German Government the property and the power of the world. Why didn't we do it? Premier Clemenceau said the other day with a thinly veiled discourtesy, 'America entered late into the war.' The marvel is that America ever entered the war at all. France and England were obliged to fight, but never let it be forgotten that America chose to fight. Three thousand miles away from crashing cottages and and cathedrals, from the moans of raped and ruined womanhood and the dirge of dying childhood - three thousand miles away, living in peace and luxury, yet America, with a spiritual vision matchless in the story of nations, saw her ideal of human liberty in jeopardy. It was then that two million khaki-clad lads, but the vanguard of the army which was to follow, entered the gates of death at Chateau-Thierry and never took a backward step until they had crossed the Meuse.

* * * * * * * * * * * * * *

And now this army is coming home; these men, who went away boys, are coming back thinking in terms of a world, and with sympathies as broad as the human race. Shall we call them back to the narrow confines of creedal limits, church circles, and sectarian sympathies? Certain it is that those whose vision is limited by the horizon of a denominational world, and whose sympathies are circumscribed within the lines of denominational activities, will not be able to offer them a world task. It must be a task which will be able to challenge those deeper human sympathies and meet those higher aspirations which have swayed their spirits during these great days in which we have been living. These men have been keeping step with men of every creed; they have slept in the filth of trenches with brothers of every tongue; they have mingled their blood in a consecration of comradship with men of every race. There was in that army a marvelous medley of humanity fused into a glorious companionship by the passion of a common purpose. Shall we seek to parcel them out again, separating them into sects, and expect our petty purposes and plans to enlist their enthusiasm? No, we must meet this world spirit with a world program. And when we fairly face our task we know that no portion of the church is sufficient, but that we must summon all the latent and dissipated forces of Christ's followers, and translate them into an intelligent and united effort to make the will of the world the will of the Christ. Speaking for myself, I do not see that we need to build one platform on which we can all stand, but rather to find one road on which we can all 'go to all the nations.'

Why waste our time searching for phrases which we can all prattle? Better than that, let us make a program which will permeate us with one purpose."

PROGRAM FOR THE PERIOD OF UNREST.

In the discussionw of the Interchurch World Movement Conference the problem of unrest took a prominent place. Dr. John McDowell voiced these sentiments at Atlantic City, November 5, 1919.

"First of all, the present unrest is calling for leadership of thought. Now we have been more concerned about welfare than we have about thought. We have been talking more about social service than we have about social justice. We have been vastly more interested in what we call the incidental things of the day than the essential things, and there is no call, in my judgment, no complication of the present unrest that is quite so insistent, quite so fundamental, that will have such a far reaching effect as for the church to understand she is called upon now to give leadership to the thought of the day. About the last thing that some of us do really is to obey that command of Paul. My, what a leader he would be today if he were here and could just ring out that message that he sent to the Corinthians in his second letter, the tenth chapter and the fifth verse, where he dared to stand up in that day with all the perils that were about him and say, 'Bring every thought, every thought into captivity, to the obedience of Jesus Christ.' Now Brethren, we haven't been doing it, and the result is today, that the world is under a thought that is not in obedience to Christ. It is under a leadership today, the thought of the world is under a leadership that has put Christ out and the result is that we have got our anarchy of today, and we have got our materialistic social life of today, and we have got our ungodly Bolshevists, and we have got an unregulated secularism, and we have got a far over-reaching anionism, and we have got a narrow-minded capitalism, and we have got a subtle and cancerous atheism, just because the church has not captured the thought of our modern life.

The present unrest is asking the church to formulate a program that will make it possible to deal with the great vital problems of the time. Now the fact is that our program has been so small, not only our purpose has been too small, but our program has been too small. We have left out great areas of life, never touched, never christianized and this unrest today is saying to us that you have got to christianize it all, you have got to bring the whole life

---

under the power of Christ; therefore, your program ought not to leave out anything that tends to make men like Christ, and earth like Heaven, and the Kingdom of this world, the Kingdom of Christ, ought to be a big program. It would command the support and the life service of every one who is looking for a great big hard job. No small men are needed today if we put our program up in terms of bigness. Now by that I mean this, the old time ecclesiastic program won't do. May I say that the theological program won't do that ended with the catechism? Then the parish program won't do now. We must have all these now, but they are not enough to develop a big program. We have got to go beyond that if we are to have the modern church meet the proposition and that is one of the great things about this Interchurch Movement, we must come to the place where we make our program as big as the needs. That means as big as the world."

ADVANTAGES OF COOPERATION

Some of the advantages of the Interchurch World Movement as seen by a prominent layman, are shown by the following quotations from the speech of John D. Rockefeller, Jr., delivered at the Pastors' Conference, Chicago, March 9th, 1920.

"I mention this* only for the purpose of saying that during this period of ten years I have kept more or less closely in touch with this great warfare and the thing which has impressed itself upon me above all others, is this: That the forces of evil stand solidly together in a phalanx unbroken, as they seek to advance their nefarious purposes, while too often the forces of righteousness are found in small, fragmentary and unrelated units, and the day has come, men and women, when the forces of righteousness must stand together as solidly and as determinative as the forces of evil.

* * * * * * * * * * * * *

May I speak for a moment of the advantages accruing to the churches from this Movement? Those of you who have listened to the explanations made these past days of the surveys, need no further proof of the great value which this Department is going to be to all of the participating denominations and societies. Various organizations have made important surveys in the past, but never has a survey been undertaken and carried through on a world-wide scale so scientifically, so thoroughly, so accurately, as this survey, the results of which you have been listening to. It is just such a survey as the intelligent

---

*His connection with the Grand Jury investigating White Slavery.

business man causes to be made before he enters any new field of business. Too long have Christian people thought the rule of thumb a sufficiently accurate standard of measurement in the undertaking of new work. That day is past, and the best business methods are none too good for the work of the Church. I say without hesitation that if nothing further should be accomplished by this Movement than the surveys which have been made, in my judgment the work would fully have justified the time and the effort and the money expended thereon.

* * * * * * * * * * * * *

Then too, there is sure to come as a result of this Movement, great power, power first in men and women. They tell me that the various communions and organizations represented today in this Movement represent some fifteen or twenty millions of Christian men and women. Think for a moment what the united front of that vast army may mean to this world! Not many months since, we had an opportunity of coming to know what a couple of million men in a certain basic industry who were well organized could do. How vastly greater is the power for God in the men and women brought together in this Movement?

* * * * * * * * * * * * *

Power too, is leadership. In the early days of this country, the outstanding men were found in the Christian pulpit -- men of letters, men of brains, men of high ability. But as the country has grown and the many other departments of life have been seeking leadership, men in considerable numbers have been drawn away from the Christian ministry, partly too, because they have been discouraged at times at the apparent narrowness of the opportunity that remained for them. Right here, I want to say that this country owes a profound debt of gratitude to those loyal ministers who during these years of discouragement, frequently, have stood by in their churches and held aloft the banner of Christ. (Applause.)

The opportunities which this great Movement is going to bring to the churches will challenge again the very best leaders of the country and I believe we can count upon their being found ere long, in increasing numbers, among your loyal Christian men.

* * * * * * * * * * * * *

As men and women work together, they come to see things from each others' point of view. They come to be more tolerant. The points upon which they agree become more numerous and the matters of disagreement are fewer and of less significance.

* * * * * * * * * * * * *

As the weary Pilgrims wend their way up the mountain-side, gradually, unconsciously, inevitably, they are constantly getting nearer to each other, for as has been so beautifully said, on the mountain top, all paths meet, and so at length, may all Christian men and women meet on the mountain top, standing solidly together on the broad foundation of God's love and Christ's life, in a great warfare against the powers of sin and evil. (Applause.)

C H A P T E R II

RELATIONSHIPS

These official documents of the Interchurch World Movement have been gathered and grouped by subjects for convenience in reference. Care has been taken to avoid interpretation either in narrative or arrangement.

TABLE OF CONTENTS

	PAGE
Early Statements	1
Cleveland All Board Conference and Findings	2
Baptist Group Resolution	3
Executive Committee Statement of Principles	4
Action of Presbyterians at St. Louis	5
Action of Baptists at Denver	11
Presbyterian proposed basis of Cooperation	12
Action of Interchurch World Movement to meet Reservations	16
Final Action of Presbyterian Committee on Relationships	18
Relation of Presbyterian officials to Movement	20
Presbyterian Expense Account Contract	21
Authorization of Presbyterians Account	23
Federal Council	24
Forward Movements	32
Missionary Education Movement	40
Laymen's Missionary	44
Committee on Reference and Counsel	46
Near East	50
Other Agencies	51

CHAPTER II

RELATIONSHIPS

The conference was held on December 17th, 1918 in New York City debated the proposition which was stated as follows:

> "MOVED, that it be the sense of this meeting that there should be a united movement in behalf of the missionary and benevolent work of the Evangelical Church of North America as represented by their national boards or agencies and such affiliated interdenominational agencies as it may be found wise to include after further conference."*

This proposition was adopted and a committee of fifteen appointed to formulate a plan.

The committee of fifteen which was later increased to twenty in the report which they submitted on January 12th, 1919, stated:-

> "1. PURPOSE
>
> To present a unified program of Christian service and to unite the Protestant churches of North America in the performance of their common task, thus making available the values of spiritual power which come from unity and coordinated Christian effort and meeting the unique opportunities of the new era.
>
> 11. INTERESTS INCLUDED.
>
> While primarily a Home and Foreign Missionary Movement, the movement is to be broad enough to cover all those interests in the United States and Canada outside of the local church budget which are naturally related to the missionary enterprise through national agencies--denominational or inter-denominational."**

From these statements it seems that those interested in organizing the Movement had in mind to include all the activities of the Evangelical Protestant church and that in addition they hoped that it might include the activities of all interdenominational

---

* See Chapter 1 Page 3
** " " 1 " 6

and undenominational agencies that were working on similar lines.

By the time of the All Board Conference which was held in Cleveland, April 30th -- May 1st there was a demand for a more specific definition as to what the Interchurch World Movement intended to include in the scope of its activity. The All Board Conference took this into account and the Findings Committee reported in part as follows:

> "To meet the natural and proper inquiries of our churches as to the character and purpose of the movement we deem it wise to state: That the Interchurch World Movement is a cooperative effort of the missionary, educational and other benevolent agencies of the evangelical churches of the United States and Canada to secure the necessary resources of men and money and power required for these tasks; that it is a spiritual undertaking of survey, education, and inspiration; that it is an instrumentality of cooperation and coordination of administrative agencies, designed to serve and not to supplant them.
>
> It is this positive character of the Movement that we desire to exalt. At the same time, to prevent misapprenhension, we affirm our definite understanding that this is not an ecclesiastical movement nor an effort at organic church union. It will not disturb the autonomy or interfere with the administration of any church or board. Neither will it undertake to administer or to expend funds for any purpose beyond its own proper administrative expenses. It has a definite and temporary mission. It will not duplicate or conflict with other denominational agencies. It does not assume responsibility or authority in questions of church or missionary policy, recognizing that these belong to the cooperating agencies and organizations. And we disclaim all statements by whomsoever made, contrary to this declaration of principles."*

The findings committee recommended a time limit for the Movement. In explaining, at the request of the Chairman of the Committee, what led the Committee on Findings to include the time limit, Dr. Robert E. Speers, said:-

---

* See Chapter 1 Page 33 for full report.

> "I heard objection on the ground that we were launching an indefinite undertaking that once launched it would be beyond our control, that it might grow to what no one now is prepared tocommit himself to."**

After considerable discussion this recommendation was referred to the General Committee with power and the General Committee omitted the recommendation from the findings.

At the Executive Committee meeting which was held at Cleveland on May 1st, 1919, Dr. C. L. White presented a series of resolutions which had been adopted by the Baptist group in attendance at the All Board Conference. The resolutions are as follows:-

> "The Movement shall in all cases work through Evangelical groups formed on geographical lines within a state rather than through city and state federations that are not working along evangelical lines.
>
> Positive assurance shall be given that in merging of the various denominational program into a single united program, the general integrity of each denominational program shall be preserved. This principle is believed to be vital and especially necessary to preserve denominational interests in places where a denomination is numerically over-shadowed.
>
> A clear declaration is desired that there shall not be encouragement for organizing local federated churches of local union churches, and that the United World's Program formed by the merging of the various denominational programs shall not contemplate the use of funds thus raised for the founding of support of such organization.
>
> Literature, lantern slides, posters and other official utterances of the Movement shall contain nothing in contravention of the foregoing paragraphs."*

After discussing this series of resolutions submitted by the Northern Baptist group, the Executive Committee took the following action:-

---

** Report of speeches and proceedings Cleveland All Board Conference.

* Exhibit official records of Interchurch World Movement.

"The Executive Committee, in the interest of a clear understanding of the program and policy of the Interchurch World Movement on the part of its constituency, places on record the following statement of principles concerning local churches and federations of churches:

1. It is the distinct policy of the Movement to work through groupings of Evangelical Churches.

2. It is understood that in carrying out the program of the Interchurch World Movement, the general integrity of each denominational program will be preserved.

3. The Movement will not encourage the organization of so-called local Federated and non-denominational churches.

4. The missionary funds raised by the Interchurch World Movement for the aid of local church projects will be administered solely through denominational channels.

5. The literature, lantern slides, posters, etc. issued by this Movement will conform to these policies."

"Dr. Sheldon and F. L. Brown presented a request for religious education representatives for information as to whether or not the Interchurch World Movement would constitute a department of Religious Education as part of its organization, and if so, whether the Committee would wish to have included in such survey work in connection with this department, if set up, the Young Men's Christian Association, the Young Women's Christian Association, the United Societies of Christian Endeavor and similar organizations, and whether they are to be included in the Interchurch budget."

"Voted that the Religious Education Committee include the Sunday Schools, Young People's Societies and the Religious Education of the Young Men's Christian Association and the Young Women's Christian Association, but that it do not include the budget of the last two named."

"In interpretation of this it was stated that this would include the Sunday Schools, but not the Young Men's Christian Association and the Young Women's Christian Association on the financial side, although the two latter would be included in the survey made. Also to include such part of the Young People's budget as ought to be included in the financial budget."*

On May 2nd, 1919 Dr. Taylor presented the following resolution to the Executive Committee which was unanimously adopted:

> "It will be the policy of the Interchurch World Movement strengthen the denominational units and as far as possible to federate those units. Movements like the New Era, the Centenary Movement, and the Men and Millions Movement, etc., should be conserved, and as far as possible should be brought into the closest co-operative relationships."*

RELATIONSHIPS WITH PRESBYTERIANS

(PRELIMINARY STATEMENT)

On May 16th, 1919 the 131st session of the General Assembly of the Presbyterian Church in the U. S. A., in session at St. Louis, Mo. presented the following papers:-

> REPORT OF THE EXECUTIVE COMMISSION TO THE ONE HUNDRED THIRTY-FIRST SESSION OF THE GENERAL ASSEMBLY OF THE PRESBYTERIAN CHURCH IN THE U. S. A. IN SESSION AT ST. LOUIS, MO., MAY 21, 1919, ON THE INTER-CHURCH WORLD MOVEMENT.

The Executive Commission begs leave to submit the following report:-

> In accordance with the provision of the Assembly, the Commission on Wednesday, May 14th, began an official Joint Conference with the several Boards and Agencies of the Church. At this conference, lasting through three prolonged sessions, the question of the relation of the Church to the projected Inter-Church World Movement was fully discussed and the following paper adopted by the Joint Conference is herewith transmitted for the information of the Assembly.

ACTION OF THE JOINT CONFERENCE, MAY 16th.

> At a conference held under the auspices of the Interchurch World Movement, in the City of Cleve,and, May 1, 1919, attended by nearly five hundred delegates --Secretaries, Officers and Members of Mission Boards, College Professors and Presidents, Editors, Pastors, Missionaries and others, from more than twenty-five communions--the following statement as to the character and purpose of the Inter-Church World Movement, as part of the report of the Committee on Findings, was unanimously adopted:-

---

"To meet the natural and proper inquiries of our churches as to the character and purpose of the movement, we deem it wise to state: that the Inter-Church World Movement is a co-operative effort of the Missionary, Educational and other benevolent agencies of the Evangelical Churches of the United States and Canada to survey unitedly their common present tasks, and simultaneously and together secure the necessary resources of men, money and power required for these tasks; that it is a spiritual undertaking of survey, education and inspiration; that it is an instrumentality of co-operation and co-ordination of administrative agencies and designed to serve, not to supplant them. It is this positive character of the movement that we desire to exalt. At the same time to prevent misapprehension, we affirm our definite understanding that this is not an ecclesiastical movement, nor an effort at organic union. It will not disturb the autonomy, nor interfere with the administration of any Church or Board. Neither will it undertake to administer or to expend funds for any purpose beyond its own proper administrative expenses. It has a definite and temporary mission, it will not duplicate nor conflict with other denominational agencies. It does not assume responsibility nor authority in questions of Church or Missionary policy, recognizing that these belong to the co-operative agencies and organizations. And we disclaim all statements, by whomsoever made, contrary to this declaration of principles."

With this understanding this Joint Conference hereby recommends:

That the Boards and Agencies of the Presbyterian Church in the U.S.A., be authorized to co-operate in the Inter-Church World Movement, provided:

1. That the co-operative movement, as above specified, be one of agencies of evangelical churches.

2. That in the proposed co-operation the Presbyterian Church shall function through its Committee on the New Era Movement.

3. That the co-operation shall involve the following features:

(a) A common survey of the Home and Foreign fields.
(b) A united propaganda to reach the whole Protestant church of North America in educational and inspirational campaigns.
(c) A simultaneous campaign to realize the budgets.
(d) A full presentation to the Inter-Church World Movement of the Presbyterian Budget for all the Boards and Agencies as approved by the Executive Commission.

4. That the co-operation shall be upon the condition that funds raised by the Presbyterian Churches and Agencies shall be paid to and distributed through the regular channels of the Presbyterian Church.

---

5. That no financial obligations for the administrative expenses of the Inter-Church Movement shall be incurred by any of our Boards or Agencies without the authorization of the General Assembly or its Executive Commission.

ACTION OF THE EXECUTIVE COMMISSION:

Upon later consideration of this report, the Executive Commission adopted the following paper and presented it to a meeting of the representatives of the several Boards and Agencies:

A full deliberation in the Executive Commission developed such a state of doubt among the members with regard to the wisdom of our church entering the proposed Inter-Church World Movement at the present time, that it was unanimously resolved, to call together the representatives of the Boards and Agencies in joint conference and notify them that the Executive Commission will recommend to the General Assembly that the Executive Commission be continued in the consideration of the subject; that it confer with the benevolent and Missionary Boards and Agencies and also with other interested parties and that report be made to the Assembly of 1920.

REQUEST FROM THE BOARDS AND AGENCIES:

On Monday, May 19th, the above named Boards and Agencies presented to the Executive Commission the following paper:-

"At a called meeting,(held on this date, May 17th) of the representatives of the Boards and Agencies, at which all these were represented excepting the'Men's Work Committee', whose representatives were prevented by a meeting of their own at the same hour, the following action was unanimously adopted.

"The Boards representatives, having received the statement of action by the Executive Commission concerning the Inter-church World Movement, and appreciating its spirit and purpose, submit in connection therewith a three-fold request:

1. That in order to acquaint the Church with the meaning of the Inter-Church World Movement the paper adopted by the official Conference of the Executive Commission and the Church Boards be presented to the General Assembly for its information.

2. That a clear endorsement of the principle of co-operative service by the Boards of Evangelical Churches, be recommended for adoption by the Assembly.

3. After official conference with the Boards and Agencies, the Executive Commission be given power to act during the year, if the way be clear.'"

REASONS FOR THE ACTION OF THE EXECUTIVE COMMISSION:

By way of explanation in part of the reasons which moved the Executive Commission in adopting its action above mentioned, we beg to say:

The versions which the Executive Commission received of the plans, proposed were radically different. One, as it was stated in the Conference, involved the surrender to the existing outside organization of power to revise the budget of our Boards, and to maintain a central treasury, into which all funds would go, and through which our Boards would get pro rata divisions. By that version also a large number of bodies, not ecclesiastical, would participate with the Churches, and their Agencies. Even those who reported a different version of it were unable to say that this was not contemplated; and yet all persons participating in the Conference were agreed that this would not be acceptable to the Church.

We found that the plan was not understood alike by the different members of the Conference. It had never been authoritatively defined. Circulars, letters, and oral statements had been in circulation, but none of them were official, and some were in conflict. It was necessary to know the details of the project reliably before the Executive Commission could form an opinion or recommend action. Plainly the plan above described would not be acceptable to the Assembly. Not one of the representatives of the Boards or of the Commission would give it a second throught; and yet we had that version stated from what seemed authentic sources.

A very difference version was given at the Conference by others, claiming to have that also from "authentic" sources. The latter was simpler, and more in the nature of co-operation, but was still undefined, and had not been adopted officially.

The Commission found it necessary, therefore, to request further time to trace the facts, and learn to what consequences present action would commit our church and our Boards.

It has been said that we could authorize our representatives to proceed, with a limitation or proviso forbidding what our Church was unwilling to grant; and such was the purport of the resolution the Joint Conference voted. The Executive Commission was urged to recommend participation in the organized project under that resolution, but this is plainly not a direct response to the request for concurrence with that organization as it now exists, and would amount to a proposal to organize another on a different plan, and the Executive Commission

could not agree that this would be proper or effective; and it departed so widely from the plan in which we were invited to concur that we could not hope it would be accepted.

We are not asked by other Churches to co-operate with them or their Agencies. If it were so, or if we were ourselves initiating a plan of co-operation, we could state our terms, and nothing could be done until they were met. But the present proposal comes from a body already organized outside of the Churches, having its officers, equipment and working-force already in hand, but having, until the Churches concur, no constituency, ecclesiastical at least, which might be called co-operative. We are not informed what voice our representatives would have, if any, in its organization or re-organization. We are invited to unite with it without waiting to learn whether others, in helpful numbers, will do so. Of course if we do so it must be on the terms offered by that organization, unless it shall authoritatively agree to ours. It has not done so. Some of its own officers say that it will not; others think it will. The Commission suggests waiting until we find out; and we must know this, not only by individual promise, but by official assurance beyond the power of change.

The foregoing indicates that as yet the project is incomplete, and we are furnished no sufficient basis for action.

We are also informed that the present organization has already incurred a debt, in an amount of which we have no information. This may of course, be provided for without any contribution from us. We cannot tell without investigation. It is also reported to us that the said organization is now operating under heavy expense. As to this also we have no definite knowledge.

In approaching our church the procedure of the existing organization was irregular, if not lacking in candor. It has not directly addressed the General Assembly, but a letter, purporting to be official, was sent to many of our Presbyteries asking the Stated Clerk to communicate the result of the presentation and to return at once, and asking the Presbyteries for a list of their Commissions to this Assembly.

The Presbytery of Utica(the only one, so far as we know, which has taken any action on that request,) asks this Assembly by overture for a year's delay.

It seems to the Executive Commission impossible to act in the matter until serious difficulties have been provided for. The Boards of our Church have not agreed among themselves. We are informed that six appose the

project and three favor it. Which shall decide? Joining in that enterprise would not be practicable unless all the Boards went in together, for joint action is of the essence of the plan; and no method has been suggested to secure uniformity.

It is proper to add that not one person, either on the Commission or in the Conference, has objected to co- operation which other ecclesiastical bodies in any reasonable plans for more effective work, in the channels innwhich they are already engaged; but we suggest that there can be no intelligent action without either the submission to us of definite and acceptable plans, or sufficient time to inquire whether they exist; and we suggest that on a project so important, the facts, even when known, must be carefully weighed and considered.

Other reasons for requesting additional time for investigation suggested themselves to the Commission, but the foregoing will, we think, be sufficient to show how impossible it would be for the Commission now to recommend specific action.

CONCLUSION:

Therefore in response to the request of the representatives of our Boards and Agencies, the Executive Commission has incorporated the action of the Joint Conference of May 17th, in this report. Furthermore it recommends that the General Assembly record its approval of the central principle of a proper co-operative program among the evangelical churches.

But in view of the vital importance of the issue, the Executive Commission does not feel justified in asking the Assembly for plenary power to decide it. If the Assembly wishes to confer this authority the Commission will give the subject its most careful consideration.

We now lay the section of the Commission and the requestsof the Boards' representatives before the Assembly for its decision.

For the Commission.

J. FRANK SMITH, Chairman.

RELATIONSHIPS WITH THE BAPTIST.

The Northern Baptist Convention in session at Denver, Colorado, during the latter part of May, 1919 adopted the following set of resolutions:-

> "Resolved, that the Northern Baptist convention, reaffirming the imperative duty of Baptists to bear full testimony to the full truth in Jesus Christ as they find it taught in the New Testament and recognizing the right of each local church to determine its own duty without dictation or control by any outside human authority, expresses its readiness to co-operate in the Interchurch World Movement of North America on the following conditions:-
>
> 'First, that we be represented in the joint survey of the home and foreign fields by members of our denomination appointed by the denomination, and while giving careful consideration to the report of such survey, we reserve unimpaired the freedom to follow our own convictions of truth and the leadings of divine providence.
>
> Second, that a joint campaign of information and inspiration be conducted for the promotion of stewardship.
>
> Third, That a simultaneous financial campaign be promoted in which each denomination shall present its own budget to its own constituency secure its own pledges, collect the same, and administer its own program of expansion.
>
> Fourth, that the Baptists who are of the Interchurch World Movement, members of its executive committee and of its general committee, beselected by the Northern Baptist Convention.
>
> Fifth, that in our co-operation with the Interchurch World Movement we act through the general board of promotion of the Northern Baptist Convention. It is assumed that the state conventions will act through their respective state organizations.
>
> Sixth, that evangelical denominational bodies only be represented in the Interchurch World Movement.
>
> Seventh, that the Interchurch World Movement do not s promote organic union of denominations or of local churche or the establishment of local church federations, or non-denominational churches.

LIBRARY OF THE UNION THEOLOGICAL SEMINARY NEW YORK

Eighth, that the literature and promotion methods of the Interchurch World Movement be not in contravention of these principles, and that we reserve the right to supplement the literature of the Movement by literature prepared by our own denominations.'"

PRESBYTERIANS

The minutes of the Executive Committee meeting held at Cleveland, Ohio, Sept. 26th, 1919 - contain the following item:-

> "A communication was presented from the Executive Commission of the Presbyterian Church in the U.S.A. outlining the terms of cooperation of that church.
>
> Voted that the Special Committee on Relationships be authorized to seek an immediate conference with the Committee of the Executive Commission of the Presbyterian Church in order to present to it the action of the Interchurch World Movement regarding the conditions imposed by the Executive Commission of the Presbyterian Church."

- FINAL REPORT OF EXECUTIVE COMMISSION -
OF THE PRESBYTERIAN CHURCH.
- - - - - - - - - - - - - - - -

The Executive Commission of the Presbyterian Church in the U.S.A., in session at Atlantic City, September 25th, 1919 took the following action with reference to the relationship of the Presbyterian church to the Interchurch World Movement:-

REPORT OF COMMITTEE ON INTERCHURCH WORLD MOVEMENT

"Your Committee appointed to study the proposed relations between the Presbyterian Church in the U.S.A., and the Interchurch World Movement and to make to the Executive Commission recommendation thereupon, respectfully reports:

The Committee has carried on correspondence among its members and with other persons interested and has held a conference with four duly appointed representatives of the Executive Committee of the Interchurch World Movement.

The Secretary of the Executive Committee was requested to secure official copies of the various denominational bodies regarding the Interchurch Movement. Replies have beenreceived from the Northern Baptist Convention, the United Presbyterian Church, and the reformed Church in the United States. A Minute of the American Bible Society also is included in the returns, copies of which are attached hereto. From unofficial sources deemed reliable it has been learned that the Christian Church, the Methodist Episcopal Church, South, the Presbyterian Church in the U.S., and the Reformed Church in America have acted in

the matter officially.

No specific request from the Interchurch World Movement has come to your Committee except a general invitation to approve the movement and cooperate in it and to join with four or five others of the larger denominations in underwriting its expenses. It is estimated that about five per cent of the entire budget raised will be required for this purpose.

In reference to the action of our General Assembly, your Committee understands that Resolution, in which the General Assembly "Records its approval of the central principle of a proper cooperative program among Evangelical Churches," is to be interpreted as expressing the Assembly's desire to participate in such a cooperative program. Further, that the Executive Commission under the action of the General Assembly in Resolution 2, conceives it to be its duty to find, if possible, a way of cooperating with the Interchurch World Movement within the limitations specified.

Question having arisen as to the proper construction to be placed upon the phrase "Agencies of Evangelical Churches" appearing in item 1 of Resolution 2, of the General Assembly's action, your Committee suggests that the Executive Commission declare its interpretation of this phrase to be as follows: Denominational agencies and those so directly and officially related to a particular denomination that it carries on some of its proper ecclesiastical activities through them.

Your Committee has been earnest and diligent in its search for light on this whole matter. At the present time, however, it does not possess sufficient information of a definite character respecting the plans, the organization, the purposes and the budgets of the Interchurch World Movement to warrant it in recommending to the Executive Commission a complete indorsement of the Movement and full cooperation in its activities. This attitude of caution, if approved by the Commission, is not to be interpreted as indicating any lack of interest on the part of the Presbyterian Church in the U.S.A. in respect to united Church efforts. Quite the contrary, our Church is committed to the principle of organic union and, therefore, necessarily, to all wise schemes of federation as steps towards the ultimate goal. It means rather that the Presbyterian Church desires to be fully informed as to just what is proposed and what the precise responsibility that will rest upon it in undertaking to cooperate in the Interchurch World Movement.

As an evidence of sincere desire to further every well directed effort of the United Protestant Evangelical Churches, your Committee is prepared to recommend that the Executive Commission authorize cooperation in certain features of the Interchurch World Movement, to wit: the Survey and the

---

Publicity Campaign conditioned, however, upon the following provisos, which in the interest of clarity and of Christian candor it is deemed wise to state:

1st. That a detailed budget of proposed expenses of the Interchurch World Movement for its survey and its publicity campaign be submitted to, and approved by, the Executive Commission of the Presbyterian Church in the U.S.A. It is but fair to state that the Executive Commission would not feel warranted in approving a budget based on the present scale of expenditures by the Interchurch World Movement, in so far as the Commission has been able to learn what these are.

2nd. That the Interchurch World Movement effect such readjustments and reorganization as will articulate the Movement with the agencies of the Churches and provide for a wider representation of these agencies in the Committees which control the policies of the Movement. Reports of actions of denominational bodies indicate that there is not yet among the Churches the support of the Movement which is essential to its success. This arises, we judge, from the fact that their official representatives have not been taken into counsel before Policies were framed, and, therefore, Churches have not been advised as to just what is contemplated. Almost without exception, actions of denominational bodies have been hesitant and conditional. This situation can be remedied, we believe, only by frank conference with those under responsibility for speaking officially for the Churches, and by admitting them to the counsels of the Movement where its policies are made.

3rd. That the Interchurch World Movement place on its governing bodies as representative of the Presbyterian Church in the U.S.A. only those persons duly appointed by the Executive Commission, and reported to the General Assembly.

Accordingly it is recommended:

1st. That a Committee be created consisting of the Moderator, as Chairman of the Committee, the Secretary of the Executive Commission, as Secretary of the Committee, and the members of the Budget Committee of the Executive Commission; that to this Committee there be referred with power,(a) Approval of the budget of expense of the Interchurch World Movement in connection with the Survey and the Publicity Campaign;(b)Decision as to compliance by the Interchurch World Movement with the other conditions specified above; certification of the actions of the Committee to be made by its Chairman and Secretary to the Boards and Agencies of the Presbyterian Church of the U.S.A.

2nd. That the Boards and Agencies of the Presbyterian church in the U.S.A. having received such official notice of the favorable action of the Committee in respect to the two matters committed to it, be authorized to cooperate, through the New Era Movement Committee with the Interchurch World Movement, in respect to two features of

the proposed program of the Interchurch World Movement, viz.,"(a) A common survey of the home and foreign fields; (b) A United propaganda to reach the whole Protestant Church of North America in Educational and inspirational campaigns."

3rd. That in order to assist in defraying the administrative expenses inthe survey and the Publicity Campaigns, the New Era Movement Committee of the Presbyterian Church in the U.S.A., having received official notice required in Resolution 2, be authorized to give its endorsement in a sum or sums, not to exceed a total of Two Hundred Thousand Dollars ($200,000) to the obligations of the Interchurch World Movement incurred in connection with these two parts of its work.

4th. That each of the Boards and Agencies of the Presbyterian Church in the U.S.A. be authorized to write, if necessary an underlying endorsement of its pro-rata share of the total sum of $200,000 specified in Resolution 3, or any portion thereof, the share of each Board or Agency to be determined by its proportionate financial interest in the New Era Budget; Provided, however, that if any Board or Agency fails to give its endorsement as herein authorized, such remaining part of the total sum of $200,000, or of any portion thereof, thus unprovided for, may be endorsed by those Boards or Agencies, or by any one of them which may be willing to accept the added financial responsibility, allotment to be made equitably by the Committee of the New Era Movement.

5th. That decisions on items (c) and (d) of Section 3, resolution 2, of the action of the General Assembly and on all other questions pertaining to the relations between the Presbyterian Church in the U.S.A. and Interchurch World Movement such as the time for making the financial canvass, the size of the budget,etc., be specifically reserved for such action by the Executive Commission as further consideration and the facts developed by the Survey may seem to warrant.

6th. That until the meeting of the Executive Commission in February 1920, when representatives of the Boards and Agencies of the Presbyterian Church in the U.S.A. can be provided, the persons connected with our Church who are now serving on Committees of the Interchurch World Movement, be appointed to act as official representatives of the Presbyterian Church in the U.S.A. when certification, as provided for above, shall have been made that the way is open for the cooperation authorized by this action of the Executive Commission, and that the Secretary of the Commission be authorized to notify the persons referred to above of their appointment.

7th. That the New Era Committee be instructed to report to the Executive Commission any actions it may take under the authority of these resolutions.

Respectfully submitted,

H. C. Swearingen
W. L. McEwan
E. H. Smith

Dr. John Willis Baer, the Pasadena banker and the first lay moderator of the Presbyterians Church, who has been from the start an avowed advocate of the Interchurch Movement, made this comment on the action of the Executive Commission over which he presided when the action was taken:

"This action is the most constructive and consistent piece of cooperation with the Interchurch Movement yet taken by any denomination so far as I know. Verily, because of the Presbyterian influential leadership in the matter, in my judgment this action, which was unanimous on the part of the Presbyterian Commission, either makes or breaks the present Interchurch Movement. Indeed, it probably does both; for it breaks it in order to remake it. I have the confident hope the present leaders of the Interchurch Movement will recognize that this action is genuine, constructive cooperation. We cannot have too much interchurch cooperation of the right kind and we want none of the wrong kind. This is the right kind."

Released for immediate publication by J. B. Wootan, Director of Publicity for the Presbyterian Church in the U.S.A. -156-5th Ave.,N.Y.C.

ACTION OF THE INTERCHURCH WORLD MOVEMENT

In order to meet as far as possible the reservations stipulated by the Presbyterians and the Northern Baptist the following resolutions were passed the first by the General Committee of the Interchurch World Movement on September 26th:, and the second by the Executive Committee on September 29th.

OBJECTIVES TO BE INCLUDED IN MOVEMENT.

"It is of first importance that the Interchurch World Movement shall include all the evangelical churches as such.

As soon as the Churches themselves deem it best, the evangelical interdemominational and undenominational agencies should be related to the Movement, in order that American Protestantism may present a united front. Meanwhile the various evangelical interdenominational and undenominational agencies should be invited to cooperate in such ways as do not involve organic relation to the Movement. So far as the leaders of these interdenominational and undenominational agencies have expressed themselves on the subject, they believe in the wisdom of this policy.

The Committee therefore recommend that the general policy here indicated be followed by the Interchurch World Movement."

J. W. Kinnear, representing the World Sunday School Association and the International Sunday School Association, William I. Haven representing the American Bible Society

---

and Mabel Cratty representing the Young Women's Christian Association expressed approval of the resolution as being the wisest step to take at this time.

Report adopted.

J. W. Atchison stated that he wanted to expressm on behalf of the delegates of the Northern Baptist Convention, their appreciation of the spirit shown by the interdenominational and undenominational agencies regarding this action.

DENOMINATIONAL REPRESENTATION -Sept. 29, 1919.

"The General Committee of the Interchurch World Movement is in entire accord with the idea that as far as possible the Interchurch World Movement Committees should be made up of those who can officially represent the agencies which are cooperating. We recognize the difficulties involved in bringing about such representation where hundreds of agencies are involved and where denominations vary in plan of organization from judicatories which have full power to legislate to conventions which have no legislative power and to the congregational forms of organization which jealously guard the autonomy and rights of the individual congregations.

We recognize also that the situation is further complicated by the fact that some denominations have organizations which, as in the case of the 'New Era Movement,' have been officially authorized by the General Legislative body to act in behalf of the denomination, while other denominations have several movements which are not related to each other and other denominations have no unifying movement at all but deal through the several boards and agencies, no one of which can assume to speak for the other.

In the face of these difficulties and because of our earnest desire to bring about the closest possible official affiliation, we adopt the following until some better plan may be suggested and adopted.

1. Where denominations desire to determine the personnel of the membershop of the denomination upon the General Committee, we recommend that they add to the present General Committee such representatives as they desire, after consultation with the Executive officers of the Interchurch World Movement as to the number of representatives which it would be possible for each denomination to have without making the General Committee so large as to be unwieldly.

2. In the case of the Executive Committee, where there are movements which officially represent a whole denomination, we cordially invite these movements to recommend the person or persons whom they would desire to have upon the Executive Committee, leaving the matter of final decision as to the personnel to such denominational bodies in consultation with the Nominating Committee of the Interchurch World Movement.

---

3. In cases where there is no denominational body that can speak for the whole denomination, but where denominational representation is desired upon the Executive Committee, we recommend that the various denominational agencies come together for the purpose of naming one or more individuals who could represent the denomination, leaving the question as to number and personnel from each denomination to the Nominating Committee of the Interchurch World Movement, with the earnest recommendation to that Committee that as far as may be consistent with efficiency of organization the wishes of the denominations be fully carried out.

The question of whether or not the Interchurch World Movement would be able to so adjust its policies as to meet the reservations stipulated by the Presbyterian Church as the basis on which that Church would cooperate in the Movement became the most vital question facing the cabinet and Executive Committee during the latter part of September and the early days of October 1919. On October 9th a committee representing the Executive Committee of the Presbyterian Church and a committee representing the Interchurch World Movement met at the Union League Club, New York City and held a frank and full conference with reference to these reservations and the actions the Interchurch World Movement had taken in an effort to meet them.

ACTION OF THE COMMITTEE ON RELATIONS WITH THE INTERCHURCH WORLD MOVEMENT

On October 11th, 1919 the committee representing the Executive Commission of the Presbyterian Church took the following action:

"The Committee of the Executive Commission, viz.: The Moderator the Stated Clerk and the Budget Committee of the Commission, to which later were added the Rev H. C. Swearingen, D. D., and Judge Allen B. Endicott, met in session at the Union League Club, New York City, October 9th, 1919, P.M., with the official representatives of the Interchurch World Movement:- Dr. Mott, Taylor, Cory, Foulkes, Mr. James M. Speers, and five others. The following persons were present for the Executive Commission:- Drs. Thompson and Webb, Judge Endicott and Dr. Roberts.

2. After full conference and debate the Committee expressed its belief that the Interchurch World Movement had taken all preliminary steps to meet the conditions as set out by the Executive.

Commission, in the following particulars:-

3. A complete and comprehensive Budget up to January 1st, 1920, was duly submitted at the conference.

4. The Readjustment and reorganization of the Interchurch World Movement. The resolutions adopted at the Cleveland Conference Sept. 26th, 1919, cover the points at issue, and provide for the readjustment and reorganization of the Interchurch World Movement in order to articulate it with the Agencies of the Churches and to provide that it shall be a movement of Evangelical Churches.

The Committee therefore, acting under the authority of the Executive Commission hereby determines that the General Committee of the Interchurch World Movement through its Executive Committee has indicated its acceptance of the conditions laid down by the General Assembly and the Executive Commission. This Committee therefore,

1. Approves the Budget of the Interchurch World Movement for the items of survey and publicity as authorized by the Executive Commission.

2. Interprets the resolutions transmitted to the Executive Commission from the Cleveland Conference of the Interchurch World Movement dated September 26th, 1919, to mean, that the Committee of the said Interchurch World Movement has effected such readjustment and reorganization as will articulate the movement with the agencies of the Churches and provide for a wider representation of these Agencies ~~of the Churches and provide for a wider representation of these Agencies~~ in the Committees which control the policies of the Movement; and that the actions referred to above exclude from the Interchurch World Movement as an organic part of the Movement all interdenominational and undenominational and other Agencies not recognized as official agencies of the Evangelical Churches or denominations.

This action of the Executive Commission of the Presbyterian Church was represented to the Executive Committee of the Interchurch World Movement on October 17th, 1919 and the following resolution passed:

RESOLVED:-

That the Interchurch World Movement is gratified to receive this action and that the Presbyterian interpretation is the complete statement of the position which the Interchurch World Movement itself occupies.

ACTION OF THE PRESBYTERIAN BOARD OF FOREIGN MISSIONS REGARDING ITS OFFICERS ACCEPTING CALLS TO INTERCHURCH MOVEMENT

At an Executive Committee Meeting held on December 16th, 1919

Mr. W. B. Millar reported the following communication:

Letter from Robert E. Speer accepting election to the Executive Committee. Dr. Speer stated that this was in accordance with the action of the Presbyterian Executive Commission, as follows:

"It was voted to again express this Board's hearty sympathy with the principle of interdenominational cooperation and its desire to share in such cooperation in the fullest measure and to contribute as much as possible to the true success of the Interchurch. It was voted further to authorize the officers of the Board to respond to these calls from the Movement as far as they may be able to do so in justice to their other duties, provided,

(1) That it is clearly understood that neither the Presbyterian Church nor the Board of Foreign Missions is involved without explicit action on their part in any financial responsibility and that the credit of the Church and the Board is not directly or indirectly to be pledged or implicated in any way or in any amount without their official assent.

(2) That representatives of the Board working with the Interchurch World Movement be instructed to do everything in their power to see that the Foreign Mission program and the Foreign Mission Publicity of the Movement are carried forward in entire constituency with the principles which have heretofore controlled the church's enterprise of Foreign Missions.

(3) That all important problems arising with regard to the survey, and in case the Executive Commission agrees to join in the general financial campaign, with regard to the financial appeal so far as these are related to the Foreign Mission work and fields of the Presbyterian Church be subject to the final determination of the Board.

(4) That these provisos with regard to the service of the officers of the Board be reported to the Interchurch World Movement and to the Executive Commission."

At a Cabinet meeting which was held March 8th, 1920 Dr. Foulkes presented the following proposed contract between the Interchurch World Movement and the Executive Committee of the New Era Movement with reference to the campaign expenses of the New Era Movement:-

---

"WHEREAS, the Executive Committee of the Interchurch World Movement of North America, Inc. has authority and control of the business and affairs of the said Interchurch World Movement of North America, Inc., and has power to appoint sub-committees as shown by the following extract from Article 8, Section 1 of the Bylaws:-

> "The Executive Committee shall have power to appoint such sub-committees as may be deemed necessary, and shall be the controlling and supervising agency thereof.'

WHEREAS, the Executive Committee has appointed the Finance Committee with power to represent it in the interim and

WHEREAS, the By-Laws of the said Interchurch World Movement provides for the execution of deeds, leases and notes of the corporation by the Treasurer or such other person as may be designated by the Executive Committee, as shown by the following extract of Article 8 or Section 4 of the Bylaws:-

> 'All deeds, leases and notes of the Corporation shall be signed by the Treasurer or such other person or Officer as may be designated by the Executive Committee.----'

THEREFORE, BE IT RESOLVED, that the Finance Committee of the Interchurch World Movement of North America, Incorporated, under the powers conferred upon it by the Executive Committee, does hereby authorize, empower and direct GEORGE M. FOWLES, Treasurer, or in his absence RICHARD M. FOWLES, Assistant Treasurer, to enter into and to execute an agreement between the Interchurch World Movement of North America, Incorporated, and the Executive Committee of the New Era Movement of the Presbyterian Church in the U.S.A. to provide for payment of the Campaign expenses of the said Executive Committee of the Presbyterian Church in the U.S.A. out of the funds provided by the credit of One Million Dollars ($1,000,000) to be furnished by the Executive Committee of the New Era Movement of the Presbyterian Church in the U.S.A. but in no case to exceed the sum of such credit."

The following action was taken with reference to this contract:-

> "Dr. Foulkes presented the matter of the contract of the New Era Movement with the Interchurch Movement, in which the New Era Movement agree to extend credit of $1,000,000 toward the Interchurch Movement expenses on condition that theexpense of the New Era Movement's financial canvass as yet undetermined, shall be met out of this amount.

VOTED that Messrs. Speers, Foulkes, Nicol and Cory be appointed a committee with power to execute such contract as they deem to be necessary, with the General Assembly of the Presbyterian Church in the U.S.A. through the New Era Movement of the Presbyterian Church in the U.S.A., subject to the action of the Executive Committee of the Interchurch World Movement."

At an Executive Committee meeting which was held March 16th, 1920 Dr. Foulkes presented resolution authorizing Mr. James M. Speers, Chairman of the Finance Committee to execute the contract with the New Era Movement as follows:

"RESOLVED, that Mr. James M. Speers, Chairman of the Finance Committee of the Executive Committee of the Interchurch World Movement of North America, Incorporated, and in its name and on its behalf and under its seal, to make, execute, sign and deliver a contract with the General Assembly of the Presbyterian Church in the U.S.A., represented for the purposes of said contract by the Executive Committee of the New Era Movement of the Presbyterian Church in the U. S. A. authorized therunto by the action of the Executive Commission of said General Assembly covering the matter of the relation of the conduct and expense of the financial campaign of said New Era Movement to the financial campaign of the Interchurch World Movement; and that said James M. Speers for an in behalf of the Interchurch World Movement of North America, Inc., be and hereby is authorized to enter into such negotiations and contracts as to him may seem to be needed and to be proper and expedient in order to properly provide for the matter of full cooperation in respect of such campaigns."

"Upon motion the foregoing resolution was unanimously adopted and Mr. James M. Speers was authorized to sign the foregoing contract in the name of and for the Interchurch World Movement of North America, Inc., it being understood that the additional underwriting of $800,000. provided by the General Assembly of the Presbyterian Church in the U.S.A., under the terms of the foregoing contract, includes the sum of $400,000. or as much as may be required, for the campaign expense of the New Era Movement of the Presbyterian Church in the U.S.A. in conjunction with the Interchurch World Movement of North America, Incorporated."

AUTHORIZATION FOR PRESBYTERIAN ACCOUNT

On March 30th, 1920 the Executive Committee took the following action:

"Upon motion duly made, seconded and unanimously carried, the following resolution was adopted:

RESOLVED, that the Bankers Trust Company, in the City of New York, be and the same hereby is designated as a depository of the funds of this corporation, and that this corporation open an account with said Trust Company in the name of this corporation, which is Interchurch World Movement of North America, Presbyterian Account, that the Treasurer or an Assistant Treasurer, countersigned by the Cashier or an Assistant Cashier of said corporation, be and they are hereby authorized, from time to time, for and on behalf of this corporation, jointly to make or sign checks, drafts, or other instruments, to endorse checks, drafts or other instruments, to accept drafts, to pay, adjust or secure any transaction, matter or liability and do all acts therein, to pay all sums due or to become due, to accept and receive notices and demands, and generally to do all acts and things with reference to any transaction in the name of or on behalf of this corporation, with the said Bankers Trust Company, or in carrying on its business relations therewith, which any of the said officers may see fit.

"FURTHER RESOLVED, that all checks of this corporation drawn upon such account and signed as aforesaid, including checks drawn to cash or the individual order of the officers signing said checks as aforesaid, shall be honored and paid by said Trust Company, and charged to this Corporation's account.

That the name of this corporation may be either written, stamped or printed upon checks or drafts or other orders for the payment of money drawn as aforesaid, with the signatures of the officers signing following, and that the endorsement for the deposit of checks, drafts or other instruments to the credit of the said account be by the written, stamped or printed name of this corporation, either with or without the written signature of either or any of the said officers above mentioned following the same.

That this resolution continue in force until formally rescinded and due notice or recission is filed with said Bankers Trust Company, and that the Secretary of this corporation be and he hereby is directed to deliver to said Trust Company a copy of this resolution and the names and signatures of the officer or officers authorized by this resolution to sign or countersign for this corporation, certify under his hand and seal of this corporation."

RELATIONSHIPS of the INTERCHURCH WORLD MOVEMENT TO THE FEDERAL COUNCIL OF THE CHURCHES OF CHRIST

The relationship which the Interchurch World Movement was to have with the Federal Council of Churches was one of the important questions discussed early in the work of organizing the Movement. A Joint Committee representing the two organizations was charged with the task of working out plan for agreeable relationships.

MEETING OF THE JOINT COMMITTEE - April 28th, 1919.

"A joint meeting concerning the relationship of the Federal Council of Churches of Christ in America and the Interchurch World Movement was held at 111 Fifth Avenue at 3 P. M. on Monday, April 28th, 1919.

Dr. Frank Mason North was elected chairman and Mr. A.E. Cory, Secretary.

The Conference was attended by the following, representing the Federal Council of Churches: Dr. Frank Mason North, Dr. Lawson and Dr. Charles Macfarland, and the following representing the Interchurch World Movement: Mrs. W. H. Farmer, Dr. J. Campbell White, Dr. S. Earl Taylor, Dr. F. P. Haggard, Fred B. Smith and A. E. Cory.

Two papers were presented: the first, a statement drawn up by Dr. Macfarland and the second, a statement prepared by Mr. F. B. Smith.

After discussion it was moved and carried that both papers should be adopted with the exception of item eight of the paper presented by Dr. Macfarland. This was amended to read:

> "That any question of interpretation of the two documents presented by the Federal Council and the Interchurch World Movement bereferred to the two secretaries, Dr. Macfarland and Dr. Taylor, and that sufficient copies be sent to each secretary for the staff members of each organization."

The amendment was adopted.

> It was then VOTED, that in general these papers represent the understanding of the two groups as thus represented concerning the whole matter of relationships, and it is

RECOMMENDED, That these statements be placed on file in the executive offices of the two movements and that they be made a basis of reference from time to time as questions of relationship may arise.

It was further agreed that the Interchurch World Movement should furnish lists of all organizations that shall be formed in the field to Dr. Macfarland.

After general discussion the meeting adjourned.

The papers are as follows:-

Paper presented by Dr. Charles Macfarland.

"1. The chief danger to Christian unity at the present moment is the confusion which results from the lack of coordination between different and unrelated movements and agencies in its interest. Among these agencies the Federal Council is the one body constituted by the action of the denominations themselves, and holds a place of central responsibility. It is important, therefore, that its relation to the Interchurch World Movement should be clearly defined and its distinctive sphere of activities be safeguarded.

2. The Federal Council is a permanent organization, ecclesiastically constituted by its Constituent Bodies who have delegated to it specific, clearly defined purposes to promote the spirit of fellowship, service and cooperation among them. The purposes are set forth in its Constitution and by-laws as follows:

'To express the fellowship and catholic unity of the Christian Church. To bring the Christian bodies of America into united service for Christ and the world. To encourage devotional fellowship and mutual counsel concerning the spiritual life and religious activities of the churches. To secure a larger combined influence for the churches of Christ in all matters affecting the moral and social conditions of the people, so as to promote the application of the law of Christ in every relation of human life. To assist in the organization of local branches of the Federal Council to promote its aims in their communities."

The Federal Council's relationship with the denominations is securely established and its work has extended to many important affairs of the churches. Its promotion of the past ten years has been the chief factor in making possible such a movement as the Interchurch World Movement and it should be an important factor in conserving the work of that movement. It furnishes the background of such movements.

The Interchurch World Movement is a cooperative movement, which is organized for the purpose of making a thorough survey of home and foreign Missionary work, of educational, of Sunday school, and other phases of Christian activity with the purpose of securing resources of men and money for the accomplishment of the whole missionary task of the church. It is a volunteer or semi-volunteer movement, rather than an organization in the same sense as the Federal Council.

The Federal Council represents distinctively the denominations. Its main objective is federation.

The Interchurch World Movement, is so far as it may be regarded as representative, is representative of boards, movements and agencies, which have to do with the particular phases of work undertaken by it. In the main its objective is missionary work, when the word 'missionary' is used in its largest implications.

3. If the program of the Interchurch World Movement is carried out, as indicated by its general plans, it should strengthen the Federal Council, and the entire cooperative movement for which the Federal Council, in a peculiar way, stands.

The Federal Council can greatly help the Interchurch World Movement.

4. The constitution and organization of the two bodies are so different that each should maintain its entire independence of the other, organically.

Some arrangement should be made, however, whereby all duplication and interference should be avoided and whereby each shall contribute to the strength of the other. Otherwise, both would be impaired and the whole cause would suffer.

While the Interchurch World Movement is distinct from the ecclesiastical organizations and does not include them, its work should stimulate the ecclesiastical bodies, especially in the direction of federation.

It is recognized that the Relation of the Interchurch World Movement to the ecclesiastical organizations of the churches must be determined by the church bodies themselves and that their advice will of course affect any relation of the Federal Council in representing the churches.

5. The Interchurch World Movement will necessarily have special relationships with certain Commissions of the Federal Council, such as the Commission on Interchurch Federations and the Commission on the Church and Social Service and others. Such relationships as these should be carefully considered and determined upon.

There should be conference between such Commissions and similar departments of the Interchurch World Movement to prepare a working plan on the basis of the principles set forth in this statement.

---

6. There are certain areas of work covered by the Federal Council and certain representative capacities and relations which should not be disturbed by the Interchurch World Movement and these should be considered and determined.

7. In its financial campaign the Interchurch world Movement should take into account its effect on the financial support of the Federal Council and arrangement should be made whereby the Federal Council shall be protected.

8. That any question of interpretation of the two documents presented by the Federal Council and the Interchurch World Movement be referred to the two secretaries, Dr. Macfarland and Dr. Taylor, and that sufficient copies be sent to each secretary for the staff members of each organization.

Paper presented by Fred B. Smith.

In view of the fact that the Federal Council of Churches has been officially directed to give attention to the development of local and state interchurch councils or federations, and in view of the fact that the Interchurch World Movement must of necessity carry on practically all of its field work through groupings of the same character, the relationship of the two at this particular point becomes one of fundamental importance. The following is the understanding of this relationship as developed in a conference in which Dr. Charles S. Macfarland, General Secretary of the Federal Council, Dr. S. Earl Taylor, General Secretary of the Interchurch World Movement, and Dr. Fred B. Smith, Chairman of the Commission on Interchurch Federations of the Federal Council and also Chairman of the Convention Committee of the Interchurch World Movement, participated

First: Both the Federal Council and the Interchurch World Movement are seeking earnestly and sincerely the development of permanent interchurch councils or federations in the states, local communities and cities of the whole country, and in view of this common desire, an unusual intimacy is to be maintained upon this point.

Second: The Interchurch World Movement, whenever it approaches any given state, town or city, will seek to discover what cooperative movements already exist among the churches in these places and where they are of a worthy, comprehensive type, will in every case seek to cooperate with them. One of the following methods being pursued as the special issues may seem to warrant:

1. The Interchurch World Movement in the state, city or locality to be carried out by the existing federation.

2. The existing federation will appoint a special committee to carry out the plans and purposes of the Interchurch World Movement.

---

3. The existing federation to exercise its good office in calling together an adequate group of representatives of all the churches and all the Christian agencies for the purpose of organizing a special Interchurch World Movement Committee.

Note: These principles have been observed in the platform and pamphlet utterances of the Interchurch Movement.

Third: The Federal Council of Churches, through its commission on Interchurch Federations, and indeed through all of its Commissions, on its part, will seek to protect the large interest of the Interchurch World Movement from being placed in the hands of inadequate federations and through them subjected to executive leadership which would be impossible upon the larger program. This in recognition of the existence of some so-called federations which have really never functioned and are in the hands of the incompetent leaders.

Fourth: Both the Federal Council of the Churches of Christ in America and the Interchurch World Movement will seek during the process of the work to eliminate sentiment of special anxiety concerning prerogatives and to work unitedly for the best interest of the Kingdom of God and the larger program of permanent cooperative effort in Protestant Christianity, each being ready to modify plans at any time when this larger ideal seems to demand such revision.

FURTHER QUESTIONS OF RELATIONSHIP

At the Executive Committee meeting of December 8th the following action was taken:

"Dr. Foulkes presented the following report upon a communication to the Cabinet presented by Dr. S. Earl Taylor, in behalf of himself and Dr. Charles S. Macfarland and, upon motion, the report was adopted, subject to the approval of Dr. Mott and Dr. Taylor. It is as follows:-

The Cabinet of the Interchurch World Movement having received a joint communication from Doctors Charles S. Macfarland and S. Earl Taylor, General Secretary, respectively, of the Federal Council of Churches of Christ in American and of the Interchurch World Movement of North America which they officially serve, and concerning which they desire an expression of the judgment of the Cabinet, it is ordered that the following answers be made to the six specific questions embodied in the communication, and which are repeated herewith as a part of the Cabinet's action. It is also understood that the Cabinet has no power to determine the judgment on the action of the Executive or General Committees of Churches or any of the constituent denominations of either of the cooperative bodies.

---

1. In the agreement as presented to the Federal Council of Churches at Cleveland a satisfactory agreement, and if so, is it being lived up to fully in all of its provisions by the Interchurch World Movement? If not, why not?

It is the opinion of the Cabinet that its officers have endeavored and are endeavoring to carry out in entire good faith the agreement presented to the Federal Council at Cleveland. The Cabinet points out the fact that the rapid enlargment of the staff of the Interchurch World Movement and the unprecedented expansion of its whole enterprise may have conspired to prevent the agreement being lived up to fully in all of its provisions. It desires to assure the authors of the joint communication of its determination to see that the attention of all of the members of the staff is emphatically called to the necessity of seeing that these agreements are fully observed. It is grateful to the Secretaries who have joined in the communication for bringing the matter to its renewed attention and it requests its general Secretary as one of the parties directly concerned in carrying out the agreement, to use all diligence to the end that the question as to the fair fulfillment of the Cabinet's obligation in this matter may have no just occasion for being asked again.

In regard to the satisfactory character of the agreement, the Cabinet is of the opinion that out of the development of the work of the Interchurch World Movement, because of its peculiar type, and because of the limitation of its functions to that of cooperative activities between the agencies of evangelical churches in contradistinction to the ecclesiastical cooperation of the judicatories of those churches in the more general relationship they sustain in their organic life as denominations or ecclesiastical bodies - there will doubtless emerge necessities of modification and enlargement in connection with the agreements now in force. The Cabinet is of the opinion, however, that several adjustments and enlargements should come only after the most careful study of all the issue involved on all sides, and that it should issue in such relationship as will be fully approved by both bodies.

2. How is it possible for Secretaries Macfarland and Taylor to receive full advance information concerning the plans and work of the Federal Council of Churches and of the Interchurch World Movement?

The Cabinet is of the opinion that the desirability of such interchange of advance information is so evident that the only question is one of practical efficiency of method, whereby men already overburdened with heavy tasks, may either directly through memoranda which epitomize plans and activities, and which ought to pass back and forth frequently, or indirectly through some one acting as a clearing house in the matter of detailed relationship to accomplish this worthy purpose. The Cabinet believes that the details of some practical method should be worked out by the Secretaries involved, at their early convenience.

3. How may the officers of the Interchurch World Movement be informed concerning the contests of the Year Book and other publications of the Federal Council of Churches, which have a vast amount of information that every officer of the Interchurch World Movement ought to be familiar with?

The Cabinet bears witness to the encyclopedic character of the documents and reports assembled and published through the Federal Council and its Commissions, and urges upon all of the officers of the Interchurch World Movement to make the fullest use of such valuable material in order that the labors of those who have gathered the material may have a large and more worthy fruitage, and that overlapping of effort and consequent waste of time, energy and money may be avoided. The Cabinet also suggests that in its surveys of the world field and in its approaches to the cooperating churches as a world force, there are being brought to light facts and implications which would be of interest and value to the officers and enterprise of the Federal Council. It further suggests that it would be profitable of both if the bodies were to carry a full and available supply of all pertinent matter covering the work carried on by either body.

4. How may the publicity of the Interchurch World Movement be checked up, especially at the point of accuracy, and particularly with regard to the earlier history of procedure of the cooperative movement?

The Cabinet is aware of the tendency to which the sponsors of a new enterprise are prone, that of magnifying the new relationships and the new outlook at the expense of those earlier enterprises, without which the more recent one would have been impossible The Cabinet is glad to notice that in the recent handbook or Speakers' Manual much more attention has been paid to the genetic structure of the Interchurch World Movement, especially in its relation to the six cooperating councils of the Missionary and Benevolent agencies of evangelical churches and to the Federal Council. It is aware that the Movement for which it exists will gain rather than lose significance by the disclosure of its vital connection with an outgrowth from the entire cooperative achievements of our common forces, without which there could be no coherent or worthy Interchurch World Movement.

The Cabinet also suggests that while a clearer and more definite conviction ought to be carried far and wide as to the close relation of the new phase of cooperative endeavor to the older aspects of Christian unity, it should not be forgotten that the sudden and providential release of new forces, of new conceptions, of more daring effort, which for the moment seem to threaten the old forms and even the established results, may none the less be just as much the luminous revelation of the power of the Divine Spirit as the steadier and more even forms through which He also reveals Himself. The Cabinet admonishes its entire membership that the relationship of the Interchurch World Movement to other cooperating bodies is an honorable possession to be most carefully guarded. It also urges the representatives of the other cooperating bodies to accept its more rapid and less restrained efforts as none the less real and vital.

5. Is full consideration being given by the Interchurch World Movement leaders to the question as to how the Interchurch World Movement furthers the whole matter of cooperative relationships, and are proper safeguards being thrown around the plans and programs of the Interchurch World Movement to prevent the possibility on the one hand of failure which might come from a "Flash in the pan", or on the other hand, by conspicuous success along certain lines, but which in the end might not back the whole cooperative program?

The Cabinet is grateful that its attention has been sympathetically called to the necessity of the formulation of a philospphy of existence and function, without which any movement becomes "a flash in the pan". The Cabinet is keenly aware that in the minds of many the Interchurch World Movement has already been identified with a hectic, spasmodic impulse arising belatedly out of our conditions, and do not a few/it is in reality an attempt to galvanize into the motions of life the corpse of war-weary, campaign driven-to-death, popular favor. On the other hand, the Cabinet cherishes the hope that as the real purposes of the Movement becomes set free from the bondage of preconception or misconception in which they have been held so long, they will win nation-wide approval of a deeper sort than passing popularity. The Cabinet is glad to believe that under the assured guidance of God and the cooperating leadership of men and women all over the land, there are being devised plans and policies worthy of the purpose of a Movement so tremendous in its possibilities. The Cabinet believes that the hope of the church and the life of the world depend, under the grace of God, upon the conceiving and carrying out of plans and programs so much vaster than any that have yet been proposed, that they may well terrify any but resolute and courageous souls. Because it represents a movement, and not a council or a body builded by slow processes of addition or adjustment, the Cabinet regards its task to be that of promoting immediate channels into the active life of the church, and the unreached areas of the world for an incoming tide of power which only the Almighty Spirit dwelling in a believing Church can begin to measure. The Cabinet cannot see all the steps ahead, but it believes that the same Spirit which created an adequate agency, the Apostolic Church, to embody the outpouring of the Spirit of Pentecost, and which employed the forces of Protestant Christianity for the carrying down of reformative power which believing men released in the rebirth of the world, will also provide adequate channels following these tidal days into the life of the Church and the souls of the world for the incoming of the Spirit of our Lord Jesus Christ in a new pentecost of power. The Cabinet desires to go forward side by side with all true believers, in planning wisely for the conservation of the results of the spiritual ingatherings of life and substance which are sure to take place. On the other hand it is fully aware that there is a peril that "conspicuous success along certain lines might in the end set back the whole cooperative program". A mere campaign for money would be as unjustifiable now as it has always been, but a campaign for men, women and children, for their sake and for Christ's sake will be worth all the price that will need to be paid, both of time and money. In all of these matters the Cabinet desires to move forward steadily and surely, but without false assertion and without a constant setting aside to take counsel of fear. To those of common faith and kindred purpose the Cabinet desires to give the right hand to fellowship in service and sacrifice. It covets their candid criticism, none the less than their cordial cooperation. It is willing to bear and to heed, their earnest words of counsel. The Cabinet calls attention in this connection to the fact that the whole matter of relationship is constantly before it and before the Executive Committee, and it suggests to the Secretaries who signed the joint communication the advisability of using freely and fully the services of those who are dealing constantly with the matter of relationships and who are accumulating valuable material out of the various points of view with which they come into constant contact.

In reply to the last question suggested by Drs. MacFarland and Taylor.

6. To what extent has the Interchurch World Movement committed itself to the Centenary Cadet idea, and to what extent are relationships to other Movements, such as the Boy Scout Movement, recognized in any decisions that have been made?

The Cabinet answers that no official commitment of such a sort has been made.

William Hiram Foulkes."

BUDGET DIFFICULTIES OF FEDERAL COUNCIL

The following exceppt from the minutes of the Executive Committee meeting held March 30, 1920 with reference to the budget of the Federal Council of Churches is self-explanatory:-

> "Dr. MacFarland stated that the Federal Council of Churches was having difficulty in raising its budget this year, because former contributors were confused as to the relation of the Federal Council of Churches to the Interchurch World Movement, and seemed to be under the impression that the budget of the Federal Council was included in the general budget of the Movement and for that reason were declining to renew their subscriptions. Dr. MacFarland asked that the Executive Committee issue a frank statement giving the difficulties that are in the way, which could go through the Finance Committee of the Federal Council of Churches to their constituency.
>
> Upon motion of Dr. Taylor, voted to approve authorizing a statement that the Federal Council was not included in the interchurch World Movement budget for sufficient reasons, and that in our judgment those who have been contributing to the Federal Council of churches ought not to withdraw their support at this time; this statement to be furnished to the Federal Council by the Executive officers of the Movement for distribution by the Federal Council of Churches to its constituency.

FORWARD MOVEMENTS.

The question of the relationship of the Movement to Forward Movement campaigns came up early in the preliminary discussion of plans, At a meeting of the Committee of Twenty held December 27th, 1918. It was the general opinion that all campaigns which could be completed by Sept.1st., 1919 should be encouraged to go forward and that after Sept. 1st, 1919

---

the Movement should seek to merge all denominational and interdenominational activities in preparation for a united or simultaneous campaign.

In arranging to carry out the spirit of the resolution adopted by the Executive Committee on May 2nd, 1919 with reference to Forward Movements a meeting of Forward Movement leaders was called for September 19th, 1919.* At this meeting the Forward Movement leaders present stated briefly their individual plans and programs. It was found that practically all were either actively engaged in a campaign or had campaigns definitely planned. The time for the culmination of these movements varied and it was evident that a great deal of adjustment would be necessary in order that the work of these Forward Movement organizations might be done together.

It was agreed however, to undertake as much of the survey and educational program together as possible and after considering all dates for financial drive they agreed to undertake a simultaneous financial drive recommending to the General Committee that the months of March, April and May 1920 seemed to be the most desirable for such a campaign. The following paper was unanimously adopted:-

> "At a conference of the representatives of the Forward Movements of a large number of evangelical churches held in New York City September 19th, 1919, the following paper was unanimously approved:
>
> "We believe that the opportunities arising out of a united simultaneous financial campaign for the missionary and benevolent interests of the agencies of the evangelical churches of North America are so far reaching in their significance; and their reaction upon the life of the Church and the welfare of the world so profound that they strike a most wonderful hour in the history of Protestant Christianity; and that the duty of carrying on such a campaign is inescapable.
>
> "We are convinced that after the present surveys, including denominational and Interchurch, shall have been completed and then results fully tabulated, correlated and approved; and after the proposed united campaign of publicity shall have been completed, and the entire Protestant Constituency of North America shall have been fully informed concerning the underlying spiritual objectives for which the funds are to be secured, the time will be most opportune for a united financial campaign upon the basis outlined by the Committee of Twenty in its original statement which has been duly

---

*See Page 5

approved.

We understand this united campaign to include the assembling of the budgets of all the cooperating bodies, together with such approved items as may arise out of the Interchurch Survey that have not been included in individual church budgets; that the total budget when reviewed and approved shall be apportioned to the entire country, by States, Counties and Cities; and that in the manner of collection of the Funds in the individual community, the activities of each individual church in gathering its funds, and in mending them directly to its own agencies, be fully recognized and encouraged, while at the same time a united appeal shall be made by all of the cooperating agencies jointly to the Protestant Constituency of each community that is not included within the membership or constituency of any of its individual churches.

We are of the opinion that the months of March, April or May 1920, would be the most desirable time for such a united campaign.'"

The resolution adopted by the Forward Movement leaders at their meeting in New York on September 19th, was presented to the meeting of the General Committee on September 25th at Cleveland, Ohio. The "Committee on Organization and Field Work" reported as follows:

> "We recommend that the General Committee approve a united, simultaneous, financial campaign in April or May, 1920."
>
> (Bishop Nicholson of the Methodist Episcopal Church asked to be put on record as voting against the financial campaign being conducted in April or May 1920).

The next Forward Movement leaders Conference was held at Hotel Chalfonte, Atlantic City, November 5, 1919. The following action was taken:-

> "Dr. Lampe reported for the committee appointed on the question of the date of the financial drive, as follows:-
>
> "We recommend that the United simultaneous financial drive be held during the month of April, 1920, it being agreed, however,
>
> (a) That any denomination that finds it impossible to accommodate its plans to these dates shall have liberty to make the drive at another period coinciding as nearly as possible with these dates.
>
> (b) That any denomination that finds it necessary to conduct its regular simultaneous Every Member Canvass in some other month than April shall not be regarded as disloyal to the Interchurch World Movement.
>
> On motion it was voted as the sense of the meeting that the exact dates for the Financial Drive be left to the decision of the Executive Committee of the Interchurch World Movement.

The section of the Committee's report relating to the Topical Time Schedule was deferred to another time.

Committee - Dr. William E. Lampe, Chairman,
Dr. Homer McMillan Dr. S.J.Corey
Mr. Walter Getty. Dr. S.S.Hough

After discussion it was voted as the sense of the meeting that this Drive should be held during April, 1920, and that the exact date should be fixed by the Executive Committee."

At the meeting of the General Committee at Atlantic City, New Jersey, January 10th, Dr. Schlegel presented the following amendment to the Financial Report:-

"Resolved that the Executive Committee be instructed to arrange at the earliest moment for a conference of the leaders of the denominational forward movements, for the purpose of securing a full understanding as to the relationship of each to the educational campaign and the financial drive of the coming Spring. A central aim of such conference would be to secure full and equitable adjustment of relations and interests between denominations which are able to participate fully in the financial campaign and those whose participation, by reason of recent campaigns, must be in a limited degree.

Voted to adopt the Amendment."

According to this resolution a meeting of Forward Movement leaders was arranged for January 20th, 1920 at New York City.

"The Conference of Forward Movement leaders met at the above place and date at ten o'clock A.M. with Dr. William Hiram Foulkes, Vice-Chairman of the Executive Committee, presiding. The devotional period was led by Dr. Doughty. The following delegates were present from the various denominational Movements:-

William Hiram Foulkes,	Presbyterian New Era Movement,156 Fifth Ave.,N.Y.
Joseph Dun Burrell	" " " " " "
C. N. Wonacott	" " " " " "
Barclay Acherson	" " " " " "
William Robert King	Secretary Presbyterian Board of Home Missions "
Crates S. Johnson	Secretary Forward Movement U.P.Church Pittsburgh
Walter Getty	New World Movement U.P.Church Pa
Charles H. Beck	Methodist Protestant Church
Joseph H. Apple	Forward Movement, Reformed Church in the U.S. 15th & Race Streets, Philadelphia, Pa.
William E. Lampe	Forward Movement, Reformed Church in the U.S. 15th & Race Streets, Philadelphia, Pa.
Sylvester Jones	Forward Movement, Friends in America-Richmond, Ind.
H.F.Swartz	Congregational World Movement-287-4th Ave., N.Y.C.
A.R.Clippinger	United Enlistment Movement of the United Brethren Church, Dayton, Ohio.
E.F.McCarty	Forward Movement Wesleyan Methodist Church,Syracus NY

Mrs. Susan McCarty	Forward Movement Wesleyan Methodist Church, Syracuse, NY
F. A. Butterfield	Forward Movement Commission Wesleyan Methodist Church of America, Syracuse, N.Y.
S.S.Hough	United Enlistment Movement, United Brethren in Christ, Dayton, Ohio
Hugh A. Heath	General Board of Promotion, Northern Baptist Convention, 200 Fifth Avenue, Room 600, N.Y.C.
A.C.Marts	Advisory Director, General Board of Promotion 200 Fifth Avenue, N.Y.C.
E.M.Hartman	Director Financial Campaign Dept. Field Work Philadelphia, Pa.
E.C.Cronk	Lutheran, Interchurch World Movement Staff
Lyman L. Pierce	Director-General United Simultaneous Financial Campaign, Interchurch World Movement Staff
Frank J. Resler, Hart B. Hill	Associated with Mr. Pierce " " " "

There were also present Drs. S. Earl Taylor, J. Campbell White and Wm. E. Doughty.

Dr. Foulkes outlined the importance of this meeting, suggesting that all the rays of the Atlantic City meeting were focused on this conference today. He outlined the three main lines of effort in the Interchurch orld Movement as follows:-

1. To complete and make public the surveys, the budget to be raised to meet the needs indicated by the surveys to be the sum total budgets of the various denominations, nothing more, nothing less.

2. To interest these facts to the people of the country, especially through such conferences as the laymen's conference, the conference for women, pastor's conferences, etc.

3. To secure ingathering of resources.

Dr. Doughty presented plans for evangelicalistic effort and the development of spiritual resources leading up the Easter ingathering.
Dr. J. Campbell White spoke on plans for "Life Enlistment".
Dr. S. Earl Taylor referred to the great responsibilities of the community for the financial ingathering and emphasized the great importance of cooperative work. Mr. Lyman L. Pierce, Campaign Director of the Interchurch World Movement for the Financial Ingathering, then presented the standard plan in full for the Financial Campaign.

The conference had a recess at 12:20 o'clock and re-convened at 12:45 for luncheon.

On motion, it was unimously agreed that the Conference express its hearty approval of the outline of the plan presented by Mr. Pierce and that the Conference also give its hearty approval to the selection of Mr. Pierce for this important work.

In taking up the important matters of the standard plan, the question of the change in date was proposed by Mr. Pierce who suggested that on account of the shortness of time, there would only be one-third of the preparation necessary for the campaign if the dates remained April 25 - May 2. Motion was carried that it be the sense of this body that without involving the judicatories represented, the Executive Committee of the Interchurch World Movement be asked to reconsider the date of the Financial Campaign, and that if it finds it necessary to make a change in date in order to conduct the campaign successfully, the change be made with the limit of one week.

The question was raised by Dr. Heath on the method of reaching Group "B" in the canvass, which group will consist of all friendly citizens of the community, independent of denominational connection, as outlined in the standard plan. Dr. Heath suggested that the teams to make this canvass should be the church teams which make the canvass for Group "A", rather than the teams made up from the community, but under denominational control which was the plan proposed by Mr. Pierce, Mr. Pierce then suggested the plan for reaching Group "B" would be through a community general committee consisting of one representative from each local congregation in the community. This committee could have an executive committee of one from each denomination, which would be the campaign committee. Then there might be a larger influential force of Group "B" to add to these representatives, and that this community committee would make the canvass of the community. On a further question as to the composition of Group "B" it was shown that it would not be composed only of those not having definite denominational connection, but it would also be composed of a number of people in Group "A".

In the course of the discussion, attention was called to the fact that in the plan of the campaign already adopted, the designation "A" and "B" refer to classes of funds and not classes of people. Motion carried that the method of constituting local campaign committees be left to the General campaign committee.

Motion carried that it be the expression of this body that the canvass be based on an effort to have gifts designated as largely as possible; that the designation of the giver be a determining factor in the matter of collection of funds; and that the funds shall be collected through the agencies designated, whether denominational movements or Interchurch World Movement.

Motion carried that definition of gifts covered in Groups "A" and "B" be referred to the Campaign Committee, and that the committee be instructed to give a clear statement of how to secure lists for these groups.

The question was then raised as to the distribution of the plan book giving the standard plan of the campaign. Motion carried that after the plan has been amended or adopted, we recommend that it be printed as the standard plan of the Interchurch World Movement Campaign for the various denominations.

Motion carried that in case a denominational Forward Movement desires to send down to its constituencies, denominational campaign material to cover its needs, that this material be submitted to the

---

Campaign Cabinet of the Interchurch World Movement so that it may be properly coordinated, provided this is the wish of the denominational Forward Movement.

Dr. Foulkes then extended a most hearty invitation to the Forward Movement leaders to occupy office space in the Greenhut Building for their various campaign Departments. He presented the great advantages such a plan would afford, both in the way of office facilities, shipping facilities, and the release of literature, poster, publicity, etc., and that there would be an opportunity for the various Forward Movement leaders to have daily conference with Mr. Pierce and the members of the Campaign Cabinet.

The dates for the regional conference as outlined in the standard plan were then discussed, the statement being that these would be one-day meetings. On account of any possible conflict with the Pastor's State Conferences, Dr. E.C.Cronk was asked to adjust the dates of these regional conferences with the dates of the Pastor's Conferences. Mr. Pierce explained that persons who should attend these regional conferences should be the State Denominational Director, the State Director of the Interchurch World Movement, and Denominational Field Representatives, and suggested that the expenses of these people to this conference should be paid by each denomination.

After a season of prayer the conference adjourned.

William Hiram Foulkes, Chairman.
Walter Getty, Secretary.

The following paper is that which was first adopted by the Forward Movement Leaders at their meeting January 20th, 1920; then re-written by the Executive Committee and finally adopted by the Board of Review of the Interchurch World Movement.

"The following principles are accepted as indicating the relation of denominations to the educational campaign and the financial appeal contemplated by the Interchurch Movement:

1. The rightful freedom of each denomination to determine the measure of its participation in either or both is fully recognized.

2. The desirability of seeking to make such participation as complete as possible at all points is affirmed.

3. The possibility and desirability of leaving individual local churches or groups of churches, of any given communion, free to participate in a manner or degree not feasible for the denomination as a whole are recognized.

---

4. Denominations not joining in the financial canvass, or joining in a limited way, should be protected by all participating denominations against criticism.

5. Wherever in the judgment of the participating churches or a given community, a concerted or community canvass is deemed desirable, such participating churches as are not asking their members for pledges should use their influence strongly to support such canvass, fraternal care being taken not to exploit their membership.

6 One of the forms of such support should be to assist in the canvass for undesignated pledges from those not members of contributing adherents of churches or congregations.

7. Since all denominations which share in the underwriting of the Interchurch Movement are sharers in the total of undesignated gifts, it is for the interest of all to arrange a community canvass to canvass wherever conditions permit.

8. It is suggested that the total financial objective of the campaign should be the sum total of two elements:

One, that portion of the budget of each of the cooperating denominations which in the judgment of that denomination can wisely be apportioned to its constituent churches and subsidiary organizations and that amount which such denomination expects to raise from individual members and adherents for its own work and to be sent directly to its own treasures.

This element to be apportioned by the various cooperating denominations through their customary agencies. This amount to constitute the basis of the budget.

Two, that portion of the financial objective which is necessary to enable the several denominations completely to achieve their goal and which must be secured by gifts of individuals to the central treasury.

This second element of the financial objective to be apportioned by communities and to constitute the expansion fund of the Interchurch World Movement, to be apportioned among the cooperating denominations on the basis of their receipts under the first element of the campaign.

The total of No. 1 and No. 2, to constitute the total amount of the Interchurch World Movement budget for the ensuing year.

---

9. In the division of undesignated funds it is suggested that the only equitable basis for division is that of the funds actually received by the cooperating agencies and denominations for the same purpose from living givers during the same period of time. The actual receipts, whether in payment of subscriptions already made as under the Centenary Movement, or at the present time in current campaigns will be taken into account. This basis of division would not handicap the churches that have successfully concluded expensive campaigns, and at the same time would not work an injustice to those that must yet carry on such a campaign.

Following this meeting of Forward Movement leaders a number of the cooperating denominations accepted the invitation to occupy space in the Greenhut Building so cordially extended by Dr. Foulkes on behalf of the Interchurch World Movement. Thus the Forward Movement organizations were brought into as close relationship as possible to the general and financial organization of the Interchurch World Movement. During the preparation for the financial drive and during the drive this relationship was most helpful and many difficult situations which might have led to grave complications had the relationship been less intimate were worked through with cordial goodwill.

RELATION OF THE MISSIONARY EDUCATION MOVEMENT TO THE INTERCHURCH WORLD MOVEMENT

"The question of the relationship of these two Movements, Missionary Education Movement and the Interchurch World Movement, came up for discussion early in February 1919. At the Executive Committee meeting of the Interchurch World Movement held on February 15th, 1919 the following resolution was passed:-

'It was moved and carried that we recommend that the Missionary Education Movement continue in being, and that its executive officers be assigned to the Interchurch World Movement and under the control of its committees for such help as may be needed from time to time, with the understanding that the Interchurch World Movement will become responsible for such part of the budget of the Missionary Education Movement as may be mutually agreed upon by the Executive Committee of the Missionary Education Movement and the Executive Committee of the Interchurch World Movement.

'Voted, that the Missionary Education Movement be invited to lay before the Survey Committee of the Interchurch World Movement a statement concerning the budget needed to put this organization

Upon a basis of high efficienty.'"

"On February 27th, 1919 Mr. Millar reported to the Executive Committee a communication which had been received from the Missionary Education Movement. The communication sets forth the views of the Missionary Education Movement as to the basis of relationships and is as follows:-

'1. That we express to the Interchurch World Movement our appreciation of its generous proposal, and that we accept it in principle.

'2. That the General Secretary be assigned to such work in connection with the Interchurch World Movement as may be determined by the Movement, while at the same time retaining his full standing with the Missionary Education Movement; and that such assistance be secured as may be needed to free him for that work.

'3. That the Committee of Five, appointed by the Board of Managers at its meeting on January 13th, to prepare a budget, shall determine with the Executive Committee of the Interchurch World Movement the plans for securing such a budget.

'4. That in view of changes that may be required because of the relationship between the Interchurch World Movement and the Missionary Education Movement, the business Manager be authorized to make such rearrangements of office space and to secure such additional office space as may be needed to care for the work after consultation with the budget committee.

'5. That the General Secretary be instructed to work out such plans for field cultivation in conferencewith the Interchurch World Movement.

'6. That plans for summer conferences be made so as to harmonize with the plans of the Interchurch World Movement.

'7. That inasmuch as the Exposition Department is not equipped adequately to serve its constituency, in view of the increased demand which will probably be created by the work of the Interchurch World Movement, we recommend that the Interchurch World Movement consider the advisability of combining the Exposition Department of the Missionary Education Movement with similar departments of other organizations.

"The relationship of the two Movements was taken up at various meetings of the Executive Committee of the Interchurch World Movement and the Finance Committee of the Missionary Education Movement. Finally a joint committee was appointed to work out the final statement as to relationships. This Joint Committee held a meeting on May 6th, 1919 and an agreement was reached as to the working basis. This agreement was presented to the Executive Committee of the Interchurch World Movement on May 8th, 1919 and unanimously adopted by this committee. The report is as follows:-

---

"The two sub-committees met, and after an informal discussion of the present situation concerning the relation of the Missionary Education Movement to the Interchurch World Movement, it was voted that we recommend:

'1. That the work now being done by the Missionary Education Movement be continued under the direction and as part of the Interchurch World Movement, beginning June 1st, 1919.

"2. That a joint committee of two, one selected by the Missionary Education Movement and one by the Interchurch World Movement, be appointed with power to direct such activities of the Missionary Education Movement as it may not be possible for the Interchurch World Movement to assume by June 1st, and that this committee be given power to carry out and handle all the details needing adjustment.

'3. That the Interchurch World Movement employ as many of the staff of the Missionary Education Movement as can be fitted into the work of the Interchurch World Movement, and that such employment begin June 1st.

'4. That Messrs. Hill, Cogswell and Mershen of the Missionary Education Movement be employed by the Interchurch World Movement, beginning June 1st, at their present salaries.

Voted to recommend to the Cabinet of the Interchurch World Movement that they give consideration at once to the special work to be assigned Dr. Hall, and that a communication be sent him concerning this at the earliest possible moment.

Voted, that Mr. Miller be appointed a Committee of one to work out with Mr. Hill a financial statement of the Missionary Education Movement to present to the Executive Committee of the Interchurch World Movement, and that we recommend that the Interchurch World Movement provide for the liquidation of the financial affairs of the Missionary Education Movement.

Voted, - that we recommend the following assignments in the Interchurch World Movement of the present work of the Missionary Education Movement.

1. 'Everyland' to the Periodical Department.
2. Summer conferences and Exhibits to the Field Department.
3. Stereopticon slides to the Slide Department.
4. Educational work, including Schools of Missions, Institutes and Conferences, Text-books, etc. to the Missionary Education Department, with the suggestion that these features be given special emphasis in view of the work that has been done by the Missionary Education Movement.

In making the above recommendations the Committee assumes that the Missionary Education Movement will retain its corporate existence; that simply the functions of the Movement will be taken over by the Interchurch World Movement.

Mr. Millar presented financial statement of the Missionary Education Movement (~~Exhibit B~~).

A recommendation was presented from the Cabinet that the Executive Committee take favorable action on this report, with the understanding that the Missionary Education Movement give proper safeguard in regard to the publication fund.

Dr. Haggard presented the following recommendations, which were adopted:

That the recommendation of the Cabinet, with reference to the adjustment of the relation of the Missionary Education Movement to the Interchurch World Movement be adopted, with the understandings:

1. That the Committee of Two to be appointed shall work out and present to the Executive Committee of the Interchurch World Movement and to the Board of Managers of the Missionary Education Movement a complete statement of the financial condition of the Missionary Education Movement, with a plan for the liquidation of its financial affairs.

2. That the plan to be presented shall involve such adjustment of the Publication Fund of the Missionary Education Movement as will satisfy the terms of all the donors to this fund.

3. That the Committee of Two shall speedily carry out all the other provisions of the recommendations to the Cabinet and report the results of their work to the Executive Committee of the Interchurch World Movement.

Upon motion, Mr. Millar was appointed as the representative of the Interchurch World Movement upon this Committee of Two."

By this action the Missionary Education Movement became a departmental activity of the Interchurch World Movement. Its debts were assumed by the Movement. Additional help was given in arranging for regular Summer Conferences and also in securing additional members of the Summer Conferences faculties. As a result the attendance at the conference was greatly increased and all the work formerly carried on by the Missionary Education Movement was enlarged and strengthened so that the work done in this field went far beyond the work of any preceding year.*

The work of the Missionary Education (Movement) Department was continued after all other activities of the Interchurch World Movement had been discontinued. Because it was thought by those in charge that

---

*See Chapter V Page 2.

In case the Interchurch World Movement was continued that this department might become the nucleus around which to build. The Missionary Education Department was disbanded December 31st, 1920 and the work was continued by the corporation of the Missionary Education Movement which had never been dissolved.*

RELATIONSHIP BETWEEN THE INTERCHURCH WORLD MOVEMENT AND THE LAYMEN'S MISSIONARY MOVEMENT.

At a joint meeting of the General and Executive Committees of the laymen's Missionary Movement held at the Union League Club, February 21st, 1919 the following persons were present and took action as recorded below:-

"Messrs. Bachelor, Brodhead, Burgess, Cronk, Dulaney, Gantz, Hicks, Holloway, Horne, Innes, Laflamme, Lampe, Levering, Lewis, McBee, Marling, Michel, Millar, Olcott, Post, Poteat, Schieffelin, Spear, Speers, Spellman, Taylor, Vickrey, Zwemer.

The devotional exercises were led by Dr. Zwemer.

The Chairman, Mr. Speers, stated that the meeting was to be given to the discussion of the question of the relation of the Laymen's Missionary Movement to the Interchurch World Movement of North America. Mr. Millar gave a historical statement concerning the development of the Interchurch World Movement. Dr. Taylor spoke of the scope and program of the Interchurch Movement. These addresses were followed by questions and full discussion.

The following recommendation from the Interchurch World Movement passed by the Executive Committee of the Interchurch World Movement February 15th, 1919, was presented:-

> "Voted, that we recommend to the Laymen's Missionary Movement that this Movement continue in being, and that its executive officers be assigned to the Interchurch World Movement and under the control of its committees for such help as may be needed from time to time, with the understanding that the Interchurch World Movement will become responsible for such part of the budget of the laymen's Missionary Movement as may be mutually agreed upon by the Executive Committee of the Laymen's Missionary Movement and the Executive Committee of the Interchurch World Movement.

After further discussion and a number of earnest prayers for guidance the following motion was passed unanimously:

---

* See Page for further details and reports.(See Chapter IV,Page 49A)

Resolved that the General and Executive Committees of the Laymen's Missionary Movement having before them the report and the resolution from the Executive Committee of the Interchurch World Movement rejoice to know of the effort of the churches of the United States and Canada to deal in a united way with the great missionary and educational problems of the church and the Laymen's Missionary Movement is ready to place whatever forces it may possess at the disposition of the Interchurch World Movement.

It was voted to refer with power to the special committee of the Executive Committee of the Laymen's Missionary Movement all negotiations with the Executive Committee of the Interchurch World Movement and also the question of publicity concerning the action taken.

After prayer by Mr. Levering the committee adjourned at 9:45 P.M."

"Following the action taken by the Laymens Missionary Movement on February 21st, 1919 on March 19th, 1919 at a meeting of the Clearing House Committee the following assignment was made of the officers who had formerly been connected with the Laymen's Missionary Movement.

John R. Voris was assigned tentatively as Secretary for the Pacific Coast Division.

E.N.Poteat was assigned to General Field work in connection with the Stewardship Department.

Adolphus Lewis was assigned as one of the secretaries of the colored work.

William E. Holloway and Clarence B. Burgess were assigned to Executive relation in connection with Mr. Millar.

H.F.Laflamme and E.C.Cronk were assigned to the Su mmer Conference staff tentatively.

John C. Worley was assigned to Voris' staff on the Pacific Coast.

J.P.Broadhead was assigned to General Field work tentatively assigned to Summer Conference Staff.

W.E.Fenno, Jr., was assigned to the Purchasing and Printing Department.

Frederic B. Hodgins was assigned to the Editorial Department.

Raymond F. Brown was assigned as Office Executive of the Field Department.

E. Guy Talbott was assigned to the Department of Conventions and Conferences."

RELATION WITH COMMITTEE ON REFERENCE AND COUNSEL

At a meeting of the Executive Committee February 26th, 1920:

1. "Dr. Taylor stated that the Committee of Reference and Counsel desired the Movement to appoint a Committee to confer with a similar committee from that body on matters of mutual interest, the conference to be held sometime between March 15th and 18th.

Voted that a Committee of Five be appointed by the Chair to confer with a committee to be appointed by the Committee of Reference and Counsel on matters of mutual interest, the said conference to be held on Tuesday, March 16th, at three P.M. Committee appointed - Messrs. A.E.Cory, Fred P. Haggard, J. Y. Aitchison, W.B.Beauchamp, S. Earl Taylor.

2. Dr. Taylor also stated that the Committee of Reference and Counsel desired a joint meeting of the Executive Committee of the Interchurch Movement and the Committee of Reference and Counsel.

Voted that the fixing of a date for the joint meeting of the two bodies be left to the above named committee in conference with the committee to be appointed by the Committee of Reference and Counsel."

MEETING OF COOPERATING COMMITTEE OF THE COMMITTEE OF REFERENCE AND COUNSEL AND INTERCHURCH WORLD MOVEMENT

Present: Messrs. Foulkes, Chairman, Cory, Franklin, Mott, Taylor, Turney and Watson.

The following memoranda were submitted by Dr. Mott:

1. Interdenominational activities on the foreign field should be conducted under the auspices of the existing interdenominational bodies which best represent the missions and churches on the field.

2. Where interdenominational bodies representing the different missions and churches do not exist on a given mission field, the initiating of such a body should be through the Edinboro Continuation Committee, or its successor, in consultation with the bodies on the home field, representing the foreign boards in matters involving the administration of foreign missions; for example, the British Standing Committee.

3. As it is the approved policy of the North America mission boards that the support of the continuation committeeson the foreign fields shall be determined in consultation with the Committee of reference and Counsel, which from the beginning has sustained the relation of representing the boards in this matter, the matter of appropriations by the Interchurch World Movement toward activities conducted under the auspices of continuation committees on the field shall be determined in consultation with the Committee of Reference and Counsel.

Dr. Foulkes submitted the following statement bearing on the formation of this Cooperating Committee:

> In order to safeguard and to promote the foreign missionary interests of the Church, which for many years have been entrusted to the cooperative counsel and activity of the Committee of Reference and Counsel of the Foreign Missions Conference of North America, and which in part are involved in the origin and development of the Interchurch World Movement of North America, and in view of the necessity of making clear the spheres and functions of each of these accredited agencies of the cooperating Evangelical Churches of North America, the appointment of a cooperating committee consisting of five members from each of the two bodies is regarded as the first step in securing and maintaining such cooperation as the churches themselves will approve and the missionary situation demands. It is suggested that the cooperating committee shall bring to bear upon specific problems arising out of the development of the Interchurch World Movement the established principles upon which the Foreign Missions Conference of North America and the Interchurch World Movement of North America have been founded.

With regard to the deputation situation the following temporary statement was formulated:

> That either the Committee of Reference and Counsel or the Interchurch World Movement should take the initial steps in defining the objects and selecting the personnel of any deputation planned, but in view of the fact that any deputation that might be sent under the auspices of either one of the agencies would doubtless be in a position to serve interests of the other, it is suggested that the cooperating committee should be asked to consider and to pass upon the plans and personnel of such deputations to the foreign field.

Temporary agreement on the foreign survey situation was reached in the following statement:

> That the principles which are to govern the completion of the foreign surveys shall be formulated in general by the cooper-

ating committee, and that when the returns from the foreign survey are received and compiled they shall be submitted to the cooperating committee for its approval, or for such other action which is necessary, before publicat ion.

It was agreed that matters of foreign missionary policy which directly affect the boards shall be dealt with through the Committee of References and Counsel, as the proper medium for approaching the boards concerning matters of this kind.

MINUTES OF THE CONSULTATIVE COMMITTEE.

Of The Committee of Reference and Counsel and

The Interchurch World Movement of North America.

Meeting of April 27, 1920.

The Committee convened at 9:30 A.M., April 27, in Dr. Taylor's Office at 111 Fifth Avenue, New York City.

Those present were:

1. Representing the Committee of Reference and Counsel. Messrs. Watson, Speer, Turner.

2. Representing the Interchurch World Movement, Messrs. Taylor, Cory, Foulkes, Smith and Haggard.

Dr. Watson called the meeting to order and offered prayer.

Mr. Turner reported the action of the Committee of Reference and Counsel at their meeting April 22, 1920, with reference to the relation of that Committee to the Consultative Committee, as follows:

'On behalf of the special sub-committee that was appointed at the February meeting of the Committee of Reference and Counsel ~~(see Minute 164)~~ to meet with a similar committee appointed by the Executive Committee of the Interchurch World Movement, to discuss the issues involved and the relationship to be sustained by the Interchurch World Movement and the Committee of Reference and Counsel, Dr. Watson reported:

'That a meeting of these two committees had been held on March 17 and that action was taken requesting the appointment by the Committee of Reference and Counsel of a Consultative Committee of five members to meet with a similar Consultative Committee appointed by the Executive Committee of the Interchurch World Movement.

'After discussion by the Committee of Reference and Counsel it was

VOTED: 1. That the Committee of Reference and Counsel approve the appointment of a Consultative Committee of five members representing the Committee of Reference and Counsel and five members representing the Executive Committee of the Interchurch World Movement for the purpose of coordinating the work of the two organizations in so far as they affect foreign administration and policy, and

2. For the purpose of referring all such matters when necessary to the denominational boards and agencies involved with the combined endorsement and recommendation of the two bodies.

The Chair appointed the following Committee: Drs. Watson, Speers, Robbins, North & Mr. Turner.

After further discussion, on motion of Dr. North, it was

VOTED: That in adopting the above resolution it is the understanding of the Committee of Reference and Counsel that in case there should arise any question which clearly would be in contravention of the governing principles accepted in substance by the Committee, the matter should be reported back to the Committee of Reference and Counsel or to the Sub-Committee on Emergencies and Reference, to which for this purpose, power and final decision is herewith given'.

Permanent organization of the Committee was effected by the election of Dr. Watson as Chairman, Dr. Speer as Vice-Chairman and Dr. Haggard as Secretary.

Dr. Watson reported for the Committee of three appointed at the last meeting with reference to the first matter referred to the Committee, namely, the "notes" of the earlier preliminary conference with reference to the relationship of the Interchurch World Movement and the Committee of Reference and Counsel as follows:

That the Committee recommends that the Consultative Committee do not attempt at this time to formulate a general statement of relationships; that at present we deal with and make recommendations with reference to such specific matters as may require attention.

Dr. Cory of the Committee of three reported with reference to the work of the Interchurch Movement on the foreign field including the questions of Budget, deputations, survey, etc. (Item numbered 1 and 2 in the Minutes of April 22).

VOTED: That present commitments for survey and field work abroad by the Interchurch Movement should be carried through to July 1, but that further action be deferred until after May; that this action cover deputations as well as work.

Adjourned.

(Signed) Fred. P. Haggard,
Secretary."

ACTION WITH REFERENCE TO NEAR EAST RELIEF.*

"It was stated that the Near East Relief was finishing its campaign and that it desired to know the attitude of the Interchurch World Movement before making future plans. The suggestion was that the Executive Committee might give some expression of approval to the idea of having relief for Europe and the Near East added to the general appeal when the financial drive takes place, with the understanding that the leading denominations would approve, upon condition, that where there is an oversubscription to the budget, this oversubscription, or such portion of it as might be agreed upon, would be used for relief in such ways as the denominations may determine.

Upon recommendation of the Cabinet the following item from the Executive Committee meeting of February 3rd, which was tabled, was again brought forward (from the Board of Review report).

"Yet so great is the Board's desire that as large sums as possible may be given for the relief of the distressed and starving people of Europe and the Near East, that it requests the Executive Committee to consider whether there is any practicable way in which the Interchurch World Movement can call the attention of the Christian public to this matter, endorse the legitimate agencies already in the field, exert an influence in favor of generous giving for the purposes under consideration."

Recommendation from the Cabinet was then presented as follows:

"Voted that the Cabinet recommend to the Executive Committee That they recommend to the cooperating denominations that amounts in excess of a particular denomination's share of the $336,777,572. be allocated to the relief of physical distress in Europe and the Near East in such ways as the denominations themselves may determine, and that they further recommend to the General Committee of the Interchurch World Movement that in the plans for next year provision be made for relief work both in these sections and other needy parts of the world.

Upon motion the following resolutions were adopted:-

WHEREAS, reports from Europe and the Near East indicate that multiplied thousands of people are under-nourished or starving, and

---

WHEREAS, a recognition of the claims of human suffering upon Christendom would not only be in conformity to new Testament standards, but would be an aid rather than otherwise to the Christian purpose of the Interchurch World Movement, therefore,

BE IT RESOLVED, that the Executive Committee of the Interchurch World Movement recommend to the denominations individually participating that the denominations consider the feasibility of appropriating any oversubscription to their budget, or at least some portion of any oversubscription, be physical relief in Europe and the Near East, these subscriptions to continue to be administered through denominational channels as all other contributions are."

From Minutes Executive Committee Meeting held at 111-5th Avenue, February 3, 1920.

OTHER RELATIONSHIPS

TELEGRAM RE MERGER EVANGELICAL CHURCHES.

Dr. Taylor presented from F. E. Chlerton of New Orleans regarding plan for the merger of twenty evangelical Protestant churches under the name of "The United Churches of Christ in America" and asking for immediate reply on position of Interchurch World Movement. (Exhibit C)

It was recommended that reply be sent to the effect that the Interchurch Movement has no possible relation with this Movement and that the Publicity Department give full publicity to the matter.

Voted to leave the matter with Dr. Taylor and Mr. Dennett, director of the Publicity Department.

From Minutes Executive Committee Meeting held at 111 -5th Avenue, February 3, 1920.

REPORT OF COMMITTEE ON RELATIONSHIPS.

Dr. Foulkes raised the question as to whether the Universalists, Seventh Day Adventists and Seventh Day Baptists should be classed as evangelical churches.

Voted - That only those evangelical churches whicha re eligible for membership in the Federal Council of Churches be included in the Interchurch World Movement.

From Minutes Executive Committee Meeting held at 111- 5th Avenue, February 3, 1920.

REPORT OF COMMITTEE TO CONFER WITH THE COUNCIL OF CHURCH BOARDS OF EDUCATION.

Dr. Taylor reported meeting with a group of educational representatives in which they asked that the educational

interests might have proper representation and at which conference was discussed the whole relation of the educational interests to the Movement. Dr. Taylor reported that a satisfactory adjustment was made covering all the points raised by the Educational Committeee.

From Minutes Cabinet Meeting held at
111 Fifth Avenue, Wednesday, February 4, 1920.

RELATION OF THE MOVEMENT TO THE HAWAIIAN BOARD OF MISSIONS.

Dr. Haggard raised the question as to the relation of the Movement to the Hawaiian Board of Missions, this being the agency of the Evangelical Churches of Hawaii. If this Board of Missions was included in the Movement it would involve the Field and Survey Departments.

Voted to refer this to the Board of Review.

From Minutes Cabinet Meeting held at
111 Fifth Avenue, Wednesday, February 11th, 1920.

SPIRITUALISTS IN THE INTERCHURCH MOVEMENT.

Memo was presented by Dr. Cory quoting letter from A. P. Hill of Boston asking whether the fifteen to twenty million Spiritualists in the United States had been invited to become a part of the Interchurch World Movement.

Voted to refer this to Dr. Foulkes, Chairman of the committee on Relationships for reply.

UNIVERSALISTS IN THE INTERCHURCH WORLD MOVEMENT.

Memo was presented by Dr. Cory of a letter from Miss Henrietta H. Wilkins, President of the Womans National Missionary Association of the Universalists Church, stating that-that body had taken favorable action endorsing the Movement but had not been recognized in the printed literature or the Universalists included in the published list of endorsement.

Attention was called to the action of the Executive Committee on February 3rd, "that only such evangelical churches as are eligible for membership in the Federal Council of Churches, be included in the Interchurch World Movement."

Voted to refer the matter to Dr. Foulkes for reply calling attention to the action of the Executive Committee.

From Minutes Executive Committee held at
111 -5th Avenue, Friday, February 13th, 1920.

NEAR EAST RELATION.

Mr. Vickrey reported for the Committee on the Near East Relation, reading the resolutions as adopted at the conference of the Federal Council of Churches, Interchurch Movement, Y. M. C. A. , Y. W. C. A., Near East Relief and other bodies (which resolutions were presented at the last meeting of the Executive Committee).

Mr. Vickrey also read the minutes of the meeting of the joint committee appointed on the Near East Relation, embodying the following recommendations:

"Recommend the inclusion of $1,000,000 in the Interchurch Budget for church work in Europe in addition to the amount already included in the denominational budgets."

Recommend an amount of not less than $100,000,000 be raised for physical relief of Europe and the Near East as a part of the Interchurch World Movement campaign.

Discussion as to whether these items could be included in view of the action taken by the General Committee at Cleveland.

Voted, to refer this matter, without recommendation, to the Board of Review, with request that they give same consideration at an early hour; and that the Board of Review take into consideration the basis as adopted at Cleveland for the cooperating churches.

From Minutes Cabinet Meeting held at
111 Fifth Avenue, Wednesday, February 25, 1920.

DENOMINATIONS - INTERCHURCH.

After discussion as to how the name Interchurch should be shown in its relation to denominational movements, the following action was taken.

Voted that when the budget of askings is complete as a basis for determining the denominations participating in the Movement, that this list be given publicity in connection with advertising, posters, etc.

From Minutes Cabinet Meeting held at
111 Fifth Avenue, February 27, 1920.

DENOMINATIONS COOPERATING NOT IN BUDGET.

Dr. Haggard stated that there were some denominations cooperating with the Movement in spirit, which are not participating in the budget, and suggested that to avoid confusion there ought to be a supplementary list of such denominations. Mr. Williams suggested listing all of the cooperating denominations, and that those participating in the budget have the amount extended.

Voted to refer the matter to Messrs. Haggard and Williams, with power.

C H A P T E R III

SURVEY

These official documents of the Interchurch World Movement have been gathered and grouped by subjects for convenience in reference. Care has been taken to avoid interpretation either in narrative or arrangement.

TABLE OF CONTENTS

	PAGE
Proposed Survey	1
Objections - How determined	2
Survey Organisation and Program	18
Conference on National Survey and Program	20
Survey Programs	32
Work of Foreign Survey Division	41
Organization and Development of Home Survey	49
Rural Survey	50
City Survey	53
American Education Survey	71
Religious Education Survey	72
Hospitals and Homes	74
Ministerial Support Pension and Relief	75
Other Surveys	76
Conference Home Mission Secretaries	77
World Survey Conference	84
Standards of Rural Survey	92
Basis of Relationship	98
Complete Report of Action of Board of Review	100
Budget approved by Board of Review	134

Chapter III

SURVEY.

The Report of the Committee of Twenty states that the Interchurch World Movement proposed to make - "A thorough united survey of the Home and Foreign fields of the world for the purpose of securing accurate and complete data as to what ought to be done by the combined churches to meet the needs of the hour and at least the next five years."*

Two ideas seemed to be present from the very beginning of the consideration of the survey -

1st. A preliminary survey sufficient to form a program and determine a budget for one year.

2nd. A more thorough and really scientific survey that would show the entire responsibility of evangelical protestantism in the world for a period of the next five years.

It was thought to be possible to get together enough accurate information by the end of 1919 to furnish material for an educational campaign which would justify a budget and make it possible to secure the same. It was the general opinion of those who had some experience that a thorough and scientific survey could not be completed before the end of 1922.

It was thought to be imperative that a preliminary survey be undertaken and rushed to completion while at the same time a foundation was being laid for a more calm and thorough survey which would furnish accurate dependable facts for future campaigns and budget making.

---

*(See Chapter I. Page (7)

To secure a preliminary survey, however, was not without its difficulties. This of necessity was to be a budget survey and its extent would be determined by objectives included in scope of Movement and by interests admitted to the budget. The time was short, -- yet the preliminary survey could not be begun until the questions as to objectives and budget were answered.

The reports printed below are exhibits from the regular official records of the Interchurch World Movement. They are valuable in that they show the process by which objectives were determined and how the basis for budget building was formed.

BUDGET OBJECTS & ALLOCATIONS.*

We recognize the fact that many of the details of the Interchurch World Movement are yet to be worked out with painstaking care and cannot be set down at present, but for the sake of as adequate a statement as possible to the several denominations, boards and agencies, the committee of One Hundred expresses its present mind in general as follows:

A. OBJECTS TO BE INCLUDED.

1. The regular and legitimately enlarged budgets of the Home, Foreign, Educational and Sunday School Mission Boards.

2. Interdenominational Mission Budgets, including for example, the Interdenominational Y. M. C. A. and Y. W. C. A., and the Bible Society, Sunday School Agencies and others as determined by this committee or its executive committee.

3. Retired Minister's Funds.

4. Eleemosynary Institutions under Protestant control.

5. Other benevolent interests as determined by the committee later.

6. The Executive Committee is requested to study the feasibility of including Educational Institutions of the Churches not distinctly missionary in administration or support.

---

*(Dr. Burton's original paper presented at Wallace Lodge, morning session, February 6th, 1919).

B. FINANCIAL DRIVE.

1. A nation-wide drive in a given week in 1920 for the entire budget consisting of the aggregate of the approved budgets of the Denominations and Causes.

2. Quotas to be assigned to Local Committees make up of the sum of quota of the Denominations to the Local Churches, plus a proportionate share of the Non-denominational budget

3. A canvass under the direction of organizations to be perfected by the Interchurch World Movement in cooperation with the Local agencies and combining the most effective features of the every member canvass and community drive.

4. Payments to be made:

(a) Through the regular channels of the church.
(b) To a common treasury with local sub-treasuries.

C. DISTRIBUTION OF FUNDS

1. We recognize the value of plans which pool all funds. We realize, however, that obstacles are in the way of their final adoption. Moreover, there are large values in denominational devotion and special interest in particular objects. We believe these values can be conserved, while at the same time compassing a virtual pooling of funds, but yet avoiding the obstacles in the way of formal pooling. Therefore, to make it possible for persons interested in special objects and for entire denominational followings to give to causes dear to them and at the same time to make it possible for persons and groups interested in comprehensive plans, to work them out, the following arrangement is suggested:

1. Find the percentage of the total approved budget of the Interchurch World Movement, which is needed for non-denominational causes.

2. Ask the churches to include these objects in their budget, making payment through the common treasury. In turn let the common treasury provide the church agencies at percentage of its total equal to the proportion of the total Interchurch World Movement budget for these agencies. Thus whether one contributed through his church or the common treasury, the result would be the same, that is, a given share would go to each object with desirable flexibility as outlined below:

The plan would avoid technical obstacles and make unnecessary otherwise interminable explanation to denominational officiaries, local churches and individuals.

Denominational offering to be handled through the regular denominational agencies.

3. A common treasury for receiving -

(a) Designed contributions.
(b) Regular subscriptions to the pool.
(c) The percentage of the church contributions for non-denominational objects.

4. Distribution of common funds.

(a) To objects designated by donors.
(b) Expenses of the Interchurch World Movement.
(c) Underwriting deficits of quotas. At intervals to be agreed upon, the percentage established for Denominational agencies to be available for supplying in whole or in part, according to the receipts, the deficits in the quota of these agencies pro-rated on the basis of the amounts of such deficits respectively. Likewise the percentage for non-denominational agencies to be available for underwriting deficits for these Causes in the same manner.

(d) The pro-rating of any balance to all the Causes.

D. OUTSIDE CAUSES.

1. It is conceivable that local arrangements would be made for combining the canvass for Church budgets and other local interests with the Interchurch World Movement budget. The Executive Committee is requested to give attention to this subject.

2. It is not thought wise to include budgets of Ecclesiastical organizations such as for example the general assembly of the Presbyterian Church in the U. S. A., nor Interdenominational agencies such as the Federal Council of Churches which parallel the Ecclesiastical organizations of the Denominations; nor the Home Missions Council, the Conference of Foreign Mission Boards and similar organizations, which should be underwritten by their constituent bodies.

Dr. C. E. Burton was asked by the General Committee to bring in a condensed statement of his paper, The revised report follows:-

---

REVISED REPORT.*

11. The regular and legitimately enlarged budget of the home missions, foreign missions, educational and Sunday School church boards.

2. Interdenominational mission budgets, including for example the International Y.M.C.A. and National Y.W.C.A., the Bible Society, Sunday School agencies and others as determined by the Executive Committee.

3. Educational Institutions of the churches under the oversight of Church Boards; retired ministers' funds; philanthropic institutions under church control; other interests as determined by the Executive Committee.

4. Designated gifts shall be applied as designated, but if designated for work lying within the approved budget shall be counted as part of the allowance of that board.

5. Interpreting article 5 of the Report of the Committee of Twenty, as printed, funds received by denominational treasuries shall be used for the administration of their work up to the amount of their several quotas.

6. Surpluses in the denominational treasuries or in the central treasury shall be subject to distribution so as to secure to each its full quota and for pro rata distribution above all quotas.

The General Committee appointed a committee to consider objectives and recommend to the Executive Committee what objectives should be included in scope of Interchurch World Movement.

REPORT OF COMMITTEE ON OBJECTIVES.*

Your committee submits no recommendations, but merely an analysis of its present view of its field.

It is freshly impressed with the critical importance of right decisions as to the nature and scope of the objects to be included. Each mistake made will hamper the Movement in its budget-making,

---

*(Revised report of Dr. Burton at Wallace Lodge February 6, 1919)
*(Presented Executive Committee Meeting Feb. 27, 1919, 347 Madison Avenue, by Dr. Herring).

weaken its appeal or impair the efficienty of the allied Boards. Some mistakes would produce all three of these evils. Unstinted patience, pains and prayer are needed to avoid unwise decisions.

It asks you to bear in mind that in all the statements made in this or subsequent reports it is taking for granted the world survey which is contemplated and the controlling influence of that survey upon all factors of the plans adopted.

It calls attention to the fact that the nature of the undertaking in hand forbids the effort to secure an accurate balance between the interests of the participating agencies. The question must be "What does a given Board or a given type of work require for the best total results?" not "To what is it entitled as compared with some other Board or type of work?" Discriminating judgment and bread unselfishness will be needed to give this policy effect.

The committee in the inquiry it has thus far made finds no reason to challenge the following conclusion, provisionally reached by the Yonkers Meeting:-

1. The agencies whose cooperation in the Movement should be sought are all the mission Boards of the Evangelical communions of America, the same covering the four general fields of Home Missions, Foreign Missions, Sunday School Missions and Educational Missions, together with undenominational agencies working upon kindred lines.

2. The regular current budgets of these agencies constitute the basis of the united budget to be built up.

3. The items in those budgets as they now stand must be enlarged as demanded by the special conditions of the hour.

4. Other items must be included in the interests of a rounded program and of forward movement.

So far as your committee can now see all objects suggested for inclusion can be classified under one or another of these heads. The task before us is to ascertain which of these should be accepted and what limitations and adjustments are needful. This opens a bread and exacting field of study. A dozen or more major questions must be faced with many minor ones. The committee submits with this brief report certain preliminary and fragmentary studies as indicate of the lines which must be followed.

MINUTES OF THE CONFERENCE ON SURVEYS
OF THE INTERCHURCH WORLD MOCEMENT OF NORTH AMERICA
HELD AT 25 MADISON AVENUE, FRIDAY, FEBRUARY 28, 1919.

Present: Messrs. Mott, Taylor, Williams, Diffendorfer, Turner, St. John, Lobenstein, Watson, Patton, Ralph Ward, Haggard and Millar.

Dr. Mott presiding.

Prayer by Dr. Taylor.

The first matter taken up was:

I. OBJECTS OF SURVEYS.
To enable us to build a world program based on facts.

Bringing the different agencies together for the purpose of a united comprehensive program.

To lay the foundation for a proposed budget and for other important common action.
To enable us to determine whether we should enter into a world program.
To make possible the reconstruction of the church at home.

II. TIME.
Results should be at our disposal by October 1, 1919 in order to launch most successfully the field and educational program preparatory to the first budget and life campaign.

While the first year's estimates should have primary reference to the meeting of immediate and most pressing needs and opportunities, they should also be influenced by the larger view of the next five years and their requirements.

In determining the estimate of the subsequent years we would have the benefit of the more extensive and thorough survey processes which the longer period of time makes possible.

Unless the financial campaign is to be put off until the Spring of 1921, it should not be later than May 1st, 1920.

III. PRINCIPLES.
Having a survey that represents the united judgment and not a collection of separate judgments of agencies on the field - a really united survey.

Secure our union here at the home base. Get denominational data from the field - give a careful review here.

At once determining upon a questionaire for the second financial drive, essential in order to shape the larger program.

Facts should be published in tentative form and sent to missionaries and secretaries at home and a conference held later.

Let the plan be one to meet the present unparallelled emergency.

Set a pace that can be maintained and justified.

Bear in mind our relations to the past.

Have in mind relation to native church.

Remember responsibility and relationship of missions of other countries.

Have due regard to purpose of sound missionary strategy.

Lifting existing work to a point of highest efficiency.
Provision for covering unoccupied fields.
Occupy more fields on a comity basis.

Elimination of waste due to overlapping by an equitable distribution of responsibility.

The development to an efficiency basis of all approved projects.

These principles should be morally binding upon all of the boards entering the Movement.

IV. STEPS.
Letter to individual missionary by his board stating relation to Interchurch Movement.

Letter from Interchurch Movement to the same missionaries.

Statement to religious press throughout the world telling what the plan is.

Plan for correlating data now here in the home field.

1. Get questionaire to field at once.
2. Information for the missionary to take up on the field.
3. Correlate information on each unit.

Plan for deputation to each field at once.

Fix time limit.

Send a tracer.

RECOMMENDATION OF SECRETARIES.

At the conference of Secretaries held at 25 Madison avenue, New York City, Wednesday, March 19th, 1919 it was voted to recommend to the Executive Committee that the following Surveys be conducted:

1st. Foreign Missionary Survey
2nd. Home Missionary Survey
3rd. Survey of Christian Educational Institutions
4th. Survey of Religious Education
5th. Survey of Resources
6th. Survey of Social Welfare Agencies, including Hospitals, Charities and Relief Organizations.

The question of the "Survey of Ministerial Support including retired preachers' allowances and grants, grants in aid for candidates to the ministry and mission fields" was discussed. It was recommended to the Executive Committee that there should be some coordinating agency on the whole subject of Surveys.

REPORT OF COMMITTEE ON OBJECTS. *

On the basis of agreement previously reached as to the scope of the field to be included your Committee submits a report upon certain specific questions.

Home Missions.

Your Committee is of the opinion that in the home mission section of the budget -

(a) There should be grouped under each denominational heading all the types of home mission work conducted.

(b) Separate entry should be made of each agency in such group with the amount for each department of each agency.

---

* (Presented April 9th, Executive Meeting by Dr. Herring).

(c) The budgets of state and city home mission agencies should be incorporated into the budget of the national agency with which they are affiliated, adjustment of interest being a matter internal to the denomination concerned.

(d) Philanthropic and social institutions such as hospitals, orphanages, etc., having more than local character should be eligible for inclusion, the point of contact between them and the Movement being, as in other fields, some national organization. This is a feature not hitherto classified under home missions and having practically no existence in some denominations.

Christian Education.

The principles just outlined for home missions apply in this field. Each national educational agency will be expected to list in its budget and assume responsibility for all institutions which may be admitted to the benefits of the Movement. So far as these institutions are below college grade they present no problems which need now be faced. Concerning Church Colleges certain comments are called for:

There is no room to doubt the interest of the Movement in these institutions. By the consenting judgment of the vast majority of church leaders they are indispensable for the maintenance of just ideals of education and for the training of Christian leadership. Nor is there any question that most of these colleges are at this time facing grave financial difficulties. The war has not only cut off their income, but increased their expenses. Something must be done to prevent disaster. The question is what and how. According to reports in the Federal Council Year Book there are 393 institutions of college grade in the United States affiliated with Protestant denominations. This affiliation is of three types:-

1. Institutions in general sympathy with the Protestant churches and largely manned by members of these churches but, by reason of financial independence or special circumstances, entirely out of relation to missionary or ecclesiastical agencies.

2. Institutions without formal ecclesiastical connection of any sort but in one way or another closely associated with church organizations and ordinarily seeking funds among church people and with the religious appeal made prominent.

3. Institutions definitely under church auspices, being in some cases controlled by ecclesiastical or missionary organizations; in other cases subsidized and morally under such control.

It would doubtless be difficult for even the most expert in such matters to decide with accuracy in which of the above classes certain colleges should be placed. There can be no doubt, however, that the aggregate in each class would be large and that the sum of classes 2 and 3 would be a distinct

majority of the colleges in question. Assuming a fairly general enlistment of denominations in the Movement we shall be compelled to say what our attitude is to be toward 200 colleges, more or less.

It is clear to your Committee that in appraising the value, quality and needs of these institutions the Movement should work in close cooperation with the Council of Church Education Boards. The task is difficult in the extreme with large possibilities of disagreement in judgment and of errors in decision. Resulting grievances and resentments are easily imaginable. A way through must be found with painstaking and prayerful effort.

It appears to your Committee that such effort should be directed toward the discovery of the amount of endowment and equipment imperatively required for the years immediately ahead by each college regarded as entitled to a place in the budget. Following this, either of three courses might conceivably be followed:-

(a) The total amount this named for each institution could be included in the budget.

(b) A portion of the amount could be included, the remainder being left for succeeding years.

(c) Equipment could be postponed and an amount equaling five percent of the sums named as needed for endowment could be budgeted.

The judgment of a considerable group of men whom the Committee has consulted runs with that of our General Secretary in approval of either plan(a) or plan (b). They feel that the whole proposition should be faced at the outset, all sub-grade or unnecessary colleges eliminated, genuine needs appraised and the question put in process of solution upon fundamental lines. They are also influenced by their belief that the Movement will thus secure a hearty enlistment of all forces. Nor are they without apprehension that a provisional procedure, such as plan (c) would, if unteward conditions should prevent the Movement from continuing after the first year, leave the colleges handicapped and even imperilled.

The Committee is not yet prepared to submit a final recommendation upon the point. As between (a) and (b) no decision need be reached, or can be reached, except on the basis of the survey. It is plain that if the total deemed necessary for endowment and equipment should run to such dimensions as to creat an impossible burden on the budget or to throw it seriously out of proportion, then plan (a) would have to give way to plan (b). There is much reason to anticipate that such would be the case.

As between (a) or (b) on the one hand, and (c) on the other, decision need not wait, and ought not to wait, upon the survey. The Committee will give the matter further study with the expectation of making a definite recommendation at the next meeting.

Dr. Tayler's recommendations:-*

RESOLVED: 1. That a Division of Church Education be included.

RESOLVED: 2. That a Division of Church Education surveys be created.

RESOLVED: 3. That the question concerning what institutions and items to be included shall be decided by the Executive Committee. or its Budgeting Committee, on recommendation of its Church Education Survey Division.

Of theological seminaries, there are about 100 in the United States. All of them could use more money. They can say with all truth that the mission boards are in good measure dependent upon them for ministers and missionaries through whom to carry out the enlarged program we are planning. Why not make them sharers in the Movement's budget?

In seeking to answer this question, the Executive Committee will need to ask itself:-

1. Can the Movement carry the financial load which would be imposed?

2. Have the cooperating denominations reached such degree of unity of theological outlook as makes it possible to assume joint support of institutions teaching widely divergent systems?

3. Would a statement of the facts as to the number of institutions, the number of students and the cost per student per year make a favorable impression upon our constituency?

4. Would there be any valid ground for excluding a considerable number of training schools below seminary grade if we were to include the denominational and semi-denominational seminaries?

Each of these inquiries appears to your Committee to raise a serious difficulty. Decision may well be postponed at least until the next meeting.

RESOLVED: That the question of Theological Seminaries be referred to the Division of Church Education for Survey and Report.

---

* Voted by Executive Committee, (February 27, 1919)

Sunday School Agencies.

No problems emerge here which are not covered by principles already stated. Attention is called to the fact that in some denominations the promotion of sound educational ideals in the Sunday Schools, is assigned to the same agency which plants mission Sunday Schools, while in others, the latter function is linked up with home mission agencies; the former with the agency engaged in general religious education. It is not believed that any practical difficulties in classification will result.

Foreign Missions.

It is entirely clear that the whole range of interests now carried by the denominational Boards should be recognized in the budget. The matter of endowment will emerge here as in the home field. In the main the same considerations will determine our decision.

Old Age Pensions.

The endowment problem confronts us with reference to two or three denominations which have campaigns in full course for securing ministerial pension funds. The urgent necessity of making such provision for the ministry and the cordial response made in current years to the appeal in all communions make the abandonment of these campaigns extremely undesirable and even wellnigh impossible. The Committee will make further inquiry before the next meeting in order to advise you more definitely as to what is involved in this branch of our problem.

Interdenominational Agencies.

The Committee has discussed a considerable number of organizations aside from the list hitherto tentatively agreed upon, but has not discovered reasons for the inclusion of any of them. Their reasons for this view of the case of any given organization are at your service if you desire them. The agencies obviously calling for inclusion are:-

(a) The International Committee of the Y. M. C. A. This includes, of course, its home and foreign budg ts and the budgets of the state organizations affiliated with it but excludes local city and student budgets.

(b) The National Committee of the Y. W. C. A. The same description applies here, except that there are no state organizations.

(c) The American Bible Society, with its home and foreign budgets.

~~(d) The American Bible Society, with its~~
(d) The International Sunday School Association, with its general and state budgets.

It will be observed that this is merely a report of progress but the Committee believes the progress is real and that no insuperable barriers to a satisfactory plan will be found.

April 14, 1919.

MEMORANDUM SUGGESTIONS

INTERDENOMINATIONAL WORLD SURVEY (INTERNATIONAL BASIS)

As a result of conference with various persons representing the Interchurch Movement, and Dr. Cochran of the London Missionary Society, the following preliminary suggestions have been noted:

1. That there should be a World Survey of Protestant Missionary work on an international and interdenominational basis.

2. That in making this survey, there should be the largest amount of autonomy of each board in self-interpretation of its work and policies.

3. The central interdenominational office shall handle the maximum of detail consistent with this self-interpretation of the boards.

4. There shall be survey correlating agencies representing the central survey organization on each field and in such local sub-divisions as may be necessary.

5. Existing survey agencies shall be utilized as fully as possible.

6. The survey should be completed, in preliminary form, by the end of 1922.

7. All survey agencies at present working shall continue along lines of present activity, adjusting their processes to include so far as possible, questions and lines of inquiry needed for the World Survey on an interdenominational and international basis.

At an Executive Committee meeting held at Cleveland May 1st in response to a series of reservations presented by the Northern Baptists the Committee took action limiting the objectives to the regularly constituted Boards and Agencies of the Evangelical Protestant Churches, all denominational, interdenominational and

union projects were by these resolutions prevented from assuming any organic relationship to the Movement.* It was still the hope of the leaders that while no consideration could be given these Boards and Agencies in making up the Budget that nevertheless they might still be induced to take part in the Survey.

To the credit of these agencies it must be said that they rendered valuable service to the Survey Department in helping make the Interchurch World Movement Survey. Many of the Y. M. C. A. county secretaries were released to the State Survey Departments by State Y. M. C. A. and did valuable service in making Rural Survey also state and local Federations of the Federal Council of Churches cooperated with the Survey Department.*

At a Cabinet Meeting, September 22-1919.

> The following was proposed as a basis for cooperation in the Interchurch World Movement by a missionary, educational or benevolent agency.
>
> 1. That such agency is evangelical in character.
>
> 2. That it is engaged in a work recognized by the churches as important and that its current funds are drawn largely from the constituents of the churches.
>
> 3. That it is/participant or will be a participant in the surveys.
>
> 4. That the question of its participation in the financial campaign of the Movement shall finally be determined on the basis of the survey of its work and in conference.
>
> 5. That its budget in a united simultaneous campaign shall be definitely co-ordinated with the total budget or askings of the Interchurch World Movement.
>
> 6. That it agree to join other cooperating agencies in underwriting the expenses of the Movement, the proper share of such expenses to be determined in conference.

---

* See Chapter 2 Page 3 & 4.

At The General Committee Meeting held at Cleveland, Ohio, Sept.24-26 THE COMMITTEE ON EVANGELICAL INTERDENOMINATIONAL AND UNDENOMINATIONAL AGENCIES- Reported as follows:-

---

1. It is of first importance that the Interchurch World Movement shall include all the evangelical Churches as such.

2. As soon as the churches themselves, deem it best, the evangelical interdenominational and undenominational agencies should be related to the Movement, in order that American Protestantism may present a united front. Meanwhile, the various evangelical interdenominational and undenominational agencies should be invited to cooperate in such ways as do not involve organic relations to the Movement. So far as the leaders of these interdenominational and undenominational agencies have expressed themselves on the subject, they believe in the wisdom of this policy.

3. The Committee, therefore, recommend that the general policy here indicated be followed by the Interchurch World Movement.

Charles R. Watson, Chairman.

AT A Cabinet Meeting, November 14, 1919.

Upon recommendation of Dr. Haggard, it was voted:

(a) That in case it seemed desirable to make exceptions to the rule adopted at the Cabinet meeting yesterday (November 13th), namely, that local agencies may cooperate only through general denominational channels such exceptions be referred to a special committee consisting of the Director of the Survey Department, the Director of the Field Department, and the General Secretary, which committee will bring its recommendation to the Cabinet.

(b) In case a denomination or a denominational organization wishes to cooperate with the Movement, but has already raised its budget for the current year, it may, nevertheless, be considered a cooperating organization and may participate in phases of the campaign other than financial:- namely, prayer, stewardship, life work, publicity, etc.

Suggestions - Presented by Dr. Haggard on November 26th, 1919, were acted on as follows:-

From time to time, during the past few months, decisions have been made by the Survey Department and actions have been taken by the Cabinet

---

regarding important questions of relationship, cooperation in the surveys, and participation in the campaign budget by denominational boards and agencies.

These actions were clearly justifiable at the time they were taken, but as the Survey Department reaches the climax of its work and the very complex problems involved reveal themselves more clearly, some readjustments appear to be necessary and some new decisions are required.

In view of these facts, the Survey Department recommends the passage by the Cabinet of the following vote:

VOTED: That all previous actions by the Cabinet on the subjects covered by this vote be set aside and the following be substituted, namely:

(1) That any national board of any Evangelical denomination may cooperate in the surveys, have its budget included in the campaign budget statement of the Movement and participate in the financial campaign upon its own formal request, without requiring the full cooperation of the denomination.

(2) That the foregoing principle be followed in the case of a board whose principal denominational body has not yet had opportunity to act upon the question of a cooperation in the Movement, and also in the case of a board of a denomination in which there is no general denominational body:

(3) That the principle stated also apply to denominational agencies, which are not bound together by a national board, covering the subject of the particular agency's work, whether in the case of a denomination which has approved the Movement or not. For example, institutions, of learning of the Reformed Church in the United States desire to cooperate in the Movement but there is no national denominational educational board:

(4) That the same principle apply to all local but strictly denominational agencies, such as homes for children, for the aged, and for ministers and missionaries, provided that in each case it is clear that any agency in question cannot cooperate through some general board of the denomination, and also that the data presented for each such agency is approved by the proper division of the Survey Department, also Administrative Group No.1, and by a committee consisting of the Director of the Survey Department, the Director of the Field Department, and the General Secretary of the Movement;

(5) That in view of the fact that the Survey of the Movement covers only seven general phases of work, and to make possible the inclusion of the full budget from each cooperating denomination, the Survey Department be authorized to secure from each denomination, as far as possible, a statement covering the difference between the budget, as made up by the several divisions of the Survey Department, and the total askings of the denominations;

(6)That in the statement of the campaign budget of the Movement, denominational askings may include endowments only for ministerial support

and relief, educational institutions, homes and hospitals.

(7) That in view of the fact that only one Canadian board has thus far voted to cooperate in the survey and that a similar Movement has been inaugurated in Canada, none of the Canadian boards be included in the budget statement.

(8) That the following denominations or boards be considered as cooperating with the Movement (up to date); to the degree that would warrant the inclusion of their names and their budgets in the Survey Department.

(QUOTE LIST AS ON EXHIBIT)

(9) That while the askings of denominations or boards definitely declining to cooperate in the Movement will not be included in the campaign budget statement, the names of such denominations and current public statistics regarding their work may be inserted wherever in judgment of the Survey Department such insertion seems desirable; for example, any statement covering the occupancy of a particular field.

SURVEY ORGANIZATION AND PROGRAM.

At the first meeting of the General Committee of the Interchurch World Movement which was held on February 5-6th at Wallace Lodge suggestions were made by Mr. R. E. Diffendorfer and Mr. R. A. Ward as to the plan and scope of surveys that should be undertaken by the Interchurch World Movement. These two gentlemen had been in charge of the surveys of the Methodist Church, Mr. Diffendorfer of the Home Surveys and Mr. Ward of the Foreign Surveys. They had been asked by the Committee on Arrangements to consult with leaders in other denominations in order to get the best light on what ought to be done and then bring the results of their investigation before the General Committee.

Dr. Diffendorfer's statement briefly is as follows:

1st. "The unit of operations for the Home Survey should be a given community. This community should be approached from the human point of view to ascertain what is necessary to adequately minister to the spiritual, moral and social needs of the people living in that community.

2nd. "There should be an aim to occupy adequately all unoccupied fields.

3rd. "An attempt to eliminate the waste due of overlapping should be made by submitting the facts of the survey to all the churches and agencies in a given community, asking them to come together and on the basis of the facts revealed and by help of conferences and advice to work out a program for the community."

At the General Committee meeting on February 6th it was voted that the paper presented by R. E. Diffendorfer be adopted as the basis for the Home Surveys and that it be referred to the Executive Committee.

Mr. Ward's statement briefly wasas follows:

1st. "The Survey should be considered in terms of a World program.

2nd. "Each continental field to be considered as a distinct unit. Survey to be made which would look toward a unified program on national and continental lines for each field.

3rd. "Surveys should have enough of a long-look to guarantee something stable to its thinking and plan. Five year period suggested. Budget to be made for one year with longer period in view."

At the close of Dr. Ward's speech the Chairman called on Dr. Charles R. Watson and asked him to say to the Committee whether or not he thought the suggestions of Mr. Ward were generally in the right direction. Dr. Watson spoke briefly and gave an outline of what he thought should be considered in undertaking the Foreign Surveys. He was asked to state again the five points which he brought out in order that they might be entered on the records. The points are as follows:

"First that we take as the base line of our calculations existing work. Secondly that we aim to raise immediately to the point of efficiency that existing work by the addition of equipment, staff and larger current budgets. Thirdly that we complete the occupation of the unoccupied areas within mission territory now claimed by different societies. Fourth, the assignment and occupation of unclaimed missionary areas; and Fifth, the survey and provision of projects which must be cared for on a communion basis, literature, medical and education.

It was voted by the General Committee that the plans for the Foreign Survey as outlined by Dr. Ward and Dr. Watson be adopted as the basis for the Surveys and referred to the Executive Committee.

At this same meeting suggestions were made as to the manner of including the educational work of the denominations and at a meeting of the Executive Committee on February 27th itwas definitely decided to creat a department of church education in the Interchurch World Movement.

Minutes of an Informal Conference on

A NATIONAL SURVEY AND PROGRAM
in connection with the

INTERCHURCH WORLD MOVEMENT

Held at Wallace Lodge, Yonkers, New York,
Tuesday evening, March 11, and Wednesday, March 12, 1919.

TUESDAY EVENING.

The conference was convened by Mr. R. E. Diffendorfer.

The names of the persons present and those sending regrets are attached.

Dr. C. A. Brooks led in a short devotional period.

Mr. Diffendorfer outlined for the conference a tentative plan of procedure.

VOTED: to accept this plan as outlined.

Dr. H. C. Herring outlined briefly the general scope of the Interchurch World Movement.

The chairman then read a statement concerning the National Survey and Program presented to the General Committee of the Interchurch Movement at Wallace Lodge on February 5, which was accepted by the General Committee as the basis of conference and

discussion on the survey in the United States.

The chairman then proposed a series of questions and problems in connection with the survey which were accepted by the conference as the basis of discussion. See attached (1).

VOTED: That for the purposes of this conference all communities of less than five thousand population should be considered in the province of the group on the Rural Survey.

WEDNESDAY MORNING.

The conference met in two sections, a city group under the leadership of Rev. William P. Shriver and a rural fields group under the leadership of Dr. Paul L. Vogt.

These groups reported to a joint session in the afternoon.

Dr. Shriver reported for the city group the recommendations attached. This report was accepted by the conference. (2).

A sub-committee from the city group to outline the approach of the survey to cities presented the statement attached (3). This statement was accepted by the conference.

The group on rural fields reported through the secretary, Dr. Brunner. The minutes of the rural fields group were read and adopted as a whole by the conference. These minutes are attached herewith. (4).

After a period of earnest prayer the conference adjourned.

SOME PROBLEMS TO BE CONSIDERED ON THE INTERCHURCH SURVEY (NO.1)

1. What principles should guide the Interchurch Survey?

   1. The Interchurch World Movement survey in its content is to include all community relationships, studied however from a religious standpoint.

   2. The survey is to be the kind of a study on which a pro-

gram can be based, a program capable of being budgeted in terms of men and money.

3. In every community all the churches and all religious and social agencies are to be studied, not only so-called missions on the present basis.

4. We must have the sort of study that will furnish material for the campaign for promotion and publicity.

5. The process of the survey must be democratically associated with the forces on any given field, and under such forms of organization as the local community may suggest.

6. The survey is to show the implication of all community needs, problems and situations to the personal, spiritual life of the individual.

II. What shall be the units of the survey?

III. What shall be the division between rural and city?

IV. What shall be the principles to guide interdenominational relationships?

1. To occupy adequately all the unchurched territory and to reach all the unchurched groups in the United States, including Alaska, Hawaii, Porto Rico and Cuba, Virgin Islands.

2. To develop to an efficient basis all approved projects now below par.

3. In established communities, work out a plan for the most economical use of men and money and at the same time minister adequately to the spiritual needs of the people.

V. What is to be the standard of efficiency in the local church?

REPORT FROM THE CITY GROUP (NO.2)

Dr. W. P. Shriver, Chairman.

We recognize the principles set down for the guidance of the Interchurch Survey.

The City Group recommends: 1. That the study proposed be projected for a period of years, the first step of which will attempt to reveal the outstanding religious needs of the commun-

ity on which may be based a tentative program to meet the immediate needs of the Interchurch World Movement.

II. That in endeavoring to ascertain the religious needs of the city the following main fields of inquiry be considered:

1. Population Factors
   Racial, religious, etc.

2. Social Factors
   (1) Church
   (2) Education
   (3) Recreation
   (4) Welfare agencies
   (5) Fraternal and labor organizations
   (6) Health
   (7) Miscellaneous organizations

3. Economic Factors
   (1) Property - business and dwelling
   (2) Industries
      Commercial
      Manufacturing
      Agricultural
      Industrial
   (3) Organizations connected with economic system.

4. Political Factors

III. The Social Mind. The Conference felt that our survey should reveal more than the above statistics. It should attempt to discover what the community was thinking about, especially with reference to the moral, civic and spiritual needs of the community and its attitude toward the churches.

The foregoing outline is offered for tentative study and amendment.

APPROACH TO THE CITY (NO. 3.)

Reported by Dr. R. W. Anthony.

Assemble the officially responsible leaders of the respective denominations in the city.

The assembly shall designate a general city survey committee or agency to make the survey according to the principles by the Interchurch World Movement.

The general city survey committee or agency shall invite the full cooperation of

1. General Religious Organizations
2. Social Welfare Agencies
3. City Departments, especially Health and Education
4. Chambers of Commerce
5. Organized Labor

MINUTES OF THE RURAL SECTION OF THE INTERCHURCH WORLD MOVEMENT. (NO. 4)

Held at Wallace Lodge, March 12, 1919.

Prof. Paul L. Vogt, Chairman, Presided.

These present were:-

F.E.Cholerton
Anne M. Evans
Ralph A. Felton
Howard Knight
Thomas C. Moffatt
Andrew Montgomery
H.N.Morse
C. E. Schaeffer
Albert Shepard
O.S. Thomas
B.R. Wiener
Otis Moore
E. M. Wistar

Paul L. Vogt, Chairman
Edmund de S. Brunner, Secretary

After an introductory statement by the Chairman, the immediate problem of the county schedule was taken up for consideration.

It was agreed that the County Map should include the following:-

1. County Map

a - Location of communities, trade centers, etc.
b - Location of Churches, parish houses, etc.
c - Other dominant social centers - schools, railroad stations, granges, etc.

d - Residence of minister.
e - Main roads, railroad lines, etc.
f - Important natural features.

It was suggested that in making the County Maps assistance could be obtained from the maps of the County Agents of the Department of Agriculture, the Post Office, County Surveyors, Bureau of Roads, Geographical Survey, etc. In certain states there are also Township Maps.

It was agreed that the Community Map should include main features taken from the County Map, and the following additional data, whoih was to be indicated by legends to be worked out later:-

Community Map.

a - Boundaries
b - Social Agencies
c - Farm houses (Boundaries of farm)

1. Number of people per family in each home.

d - Owners and tenants
e - Church buildings
f - Dominant industry

It was agreed that the house legends should indicate in some manner resident church membership and any affiliation with local religious agencies as well as any social contacts in the community. The chairman recorded it his judgment that the distinction should be chiefly with the churched and unchurched. At this juncture, it was

VOTED:- That the Chair appointan Executive Committee of four or five to advise with the Secretary as to problems of special groups and details of the survey.

It was agreed that other maps or charts would be needed covering such phases as the economic situation, education, literacy, health, soil, etc. The suggestion was made that it might be possible to have one map per state on such phases on which it was impossible to give thorough attention throughout the entire survey.

The judgment was expressed that it would take one man three months to make a complete survey of any one county with the use of an auto.

It was suggested that theological students, looking forward to rural work, as well as graduate students in State Universities, would be useful in the survey.

The general headings of the county survey schedule were then considered and the following were agreed upon:-

1. Religious education
2. Leadership and leadership training
3. Building and equipment
4. Church Finance.

    a - Methods
    b - Ability to finance

5. Membership
6. Other church organizations, such as Young People's Societies', Ladies' Aid, Men's Clubs, etc.
7. Program
8. Parish Boundaries

One delegate reported that in unchurched towns in one county, which he was surveying, the representation of young men interested in the church was noticeably less than in towns where the churches were not competing and where they were, therefore, ministering to the community in more effective service.

It was agreed that we should study the social effects of churching.

VOTED: - To adopt principles suggested by the Survey Director

VOTED:- That a committee be appointed to study the special problems involved in the study of towns and special communities, and that the committee cooperate with the Negro, Indian, Mexican and other special group Committees.

VOTED:- To recommend that denominational missionary movements now in progress be continued as projected with the expectation of friendly cooperation or assimilation when the time cooperation or assimilation with the Interchurch World Movement comes.

VOTED:- That the following divisions be suggested to the General Executive Committee as desirable regions in survey work:-

1. New England
2. Washington, Oregon and Northern Idaho
3. California, Nevada
4. New Mexico and Arizona
5. Utah, Southern Idaho
6. Montana, Wyoming and Colorado
7. Texas, Oklahoma and Arkansas
8. Kansas, Nebraska, the Dakotas, Wisconsin and Minnesota
9. Louisiana, Mississippi and Alabama
10. Iowa, Missouri
11. Georgia, Florida, No. and So. Carolina and Virginia
12. Illinois, Indiana, Ohio and West Virginia
13. Pennsylvania, New York, New Jersey, Delaware and Maryland

VOTED:- That it is the sense of the Rural Section That its Executive Committee should be represented for conferential purposes on the Executive Committee of the Interchurch Movement.

VOTED:- That regarding the use of men for educational and follow-up purposes we believe it is better to use local men in counties, and that for the purpose of securing new scientific information it is better to use survey specialists. These may be local men or not, but both types of men must be simultaneously used.

VOTED:- That we should not jeopardize the scientific and thoroughness of our survey by attempting to determine a budget prematurely.

VOTED:- That the proposed revision of the Home Missions Council Plan of Comity and Cooperation be referred to a committee to report at some future time.

It is understood that the suggestions made in regard to county and community maps, as well as the suggestions as to the scope of the survey, are referred for favorable consideration to the Executive Committee of the Survey Section, which will be in charge of working out the details. The detailed schedules are to be submitted to the entire Rural Section for criticism before final adoption and reference to the General Executive Committee of the Interchurch World Movement.

VOTED:- To adjourn.

These present:-

Anthony, Rev. Alfred Williams, D.D.	Executive Secretary of the Home Missions Council.
Anthony, Rev. Robert W.	Executive Secretary of the Church Extension Board of the Presbytery of Brooklyn.
Armstrong, Rev. Arthur M.,D.D.	Executive Secretary of the Church Federation of St. Louis.
Blanpied, Rev. C.W.	Bureau of Foreign Speaking Work, Board of Home Missions and Church Extension of the Methodist Episcopal Church.
Breed, Rev. R.L.,D.D.	Superintendent,Chicago City, Missionary Society(Congregational)
Brooks, Rev.C.A.	Secretary,City and Foreign Speaking Missions of the American Baptist Home Mission Society.
Brown, Rev. Henry S.	President of the Church Extension Board of the Presbytery of Chicago.

Brunner, Rev. E. de S.(Ph.D)	Secretary for Rural Work of the Joint Committee on War Production Communities.
Burton, Rev. C. E. (D.D.)	General Secretary of the Congregational Home Missionary Society.
Cheleston, F. E.	Director of Susquehanna County Church Survey.
Evans, Miss Anne M.	Department of Agriculture, Washington, D.C.
Edlund, Mr. R.C.	Director of the Alliance of Charitable and Social Agencies of Baltimore, Maryland.
Felton, Rev. Ralph A.	Educational Secretary, Department of Rural Work of the Board of Home Missions and Church Extension of the Methodist Episcopal Church.
Geld, Rev. Howard	Assistant Secretary of the Joint Committee on War Production Communities.
Harold, Rev. Earl J.	Pastor of Friend's Church, Lynn, Mass. and member of the Social Service Commission of the Friends Church.
Hayden, Rev. Joel.	Pastor of the Woodland Avenue Presbyterian Church of Cleveland.
Herring, Rev. H. C. (D.D.)	Secretary of the National Council of Congregational Churches.
Hollingshead, Rev. G.G.	Pastor St. Paul's Methodist Episcopal Church, Jersey City, New Jersey.
Knight, Mr. Howard	Secretary of the Matinecock Neighborhood Association.
Lewis, Rev. Grant K.	Secretary of the American Christian Missionary Society of the Disciples of Christ.
Markward, Rev. J. Bradley	Vice President of the Board of Home Missions and Church Extension of the United Lutheran Church.
Marsh, Rev. Daniel, L. (D.D.)	Superintendent of the Methodist Episcopal Church Union of Pittsburg.
McMillan, Rev. Homer (D.D.)	Associate Secretary, Executive Committee for Home Missions of the Southern Presbyterian Church.

Moffatt, Rev. T.C.	Secretary of Indian Mission Work of the Board of Home Missions of the Presbyterian Church.
Montgomery, Rev. A. J.	Associate Western Secretary of the Board of Home Mission of the Presbyterian Church.
Moore, Rev. Otis	Pastor of the Methodist Episcopal Church, Hubbardstown, Massachusetts.
Morse, Rev. H. N.	Department of Church and Country Life of the Presbyterian Church.
Pilot, Rev. H. W.	Superintendent of City and Foreign Speaking Missions of the American Baptist Home Missionary Society.
Ramer, Rev. A. L.	Superintendent of the Board of Slav and Hungarian Missions of the Lutheran Church.
Robinson, Rev. M. L.(Ph.D.)	Executive Secretary of the New York City Missionary Society of the Methodist Episcopal Church.
Schaeffer, Rev. C. E.(D.D.)	General Secretary of the Board of Home Missions of the Reformed Church.
Shepard, Mr. Albert G.	Friends Church, Member of the Committee on Rural Fields of the Home Missions Council.
Shriver, Rev. W. P. (D.D.)	Superintendent of the Department of City and Immigrant Work of the Presbyterian Church.
Siddall, Rev. A.C. (D.D.)	Church Erection Secretary of the Board of Home Missions of the United Brethren in Christ.
Sears, Rev. C. H. (D.D.)	Executive Secretary of the New York City Baptist Mission Society.
Smith, Rev. Lloyd	Assistant Secretary of the Home Department of Missions of the Methodist Church, Canada.
Stephenson, Rev. F.C.(M.D.)	Secretary Young People's Forward Movement, Methodist Church, Canada.
Thomas, Rev. Omar S.	Home Mission Secretary and Treasurer of the Christian Church.
Vogt, Prof. Paul L. (Ph.D.)	Department of Rural Work of the Board of Home Missions and Church Extension of the Methodist Episcopal Church.

Wehrley, Mr. H. D.	Secretary for Community Organization of the Joint Committee of War Production Communities.
Weiner, Rev. B. R.	Field Secretary of the Missionary Society of the Evangelical Association.
Wistar, Mr. E. M.	Chairman of the Associated Executive Committee of Friends on Indian Affairs.
Zahniser, Rev. C. H.(Ph.D.)	Secretary of the Federated Churches of Pittsburg.

ALL BOARD CONFERENCE

At the All Board Conference which was held at Cleveland, April 30th - May 2nd programs were presented for the Home, Foreign and Educational Survey which represented the result of the many conferences and much thought which had been given to these subjects in the time which had intervened. These plans became in a large sense the working program of the Survey Department. The statements are as follows:

FOREIGN MISSIONS SURVEY AND PROGRAM

I. Aims

1. To produce a fresh study of the situation and the need in all foreign mission fields, in such terms as to assist the missionary agencies of the United States and Canada to formulate a program commensurate with their share of responsibility for the evangelization of the world.

2. To formulate a statement of the program of the missionary agencies of the United States and Canada after they have indicated the responsibikity which they accept individually and collectively.

3. To provide the Publicity Department of the Movement with ample material for an effective publicity campaign.

II. Organization.

1. Mission Fields Branch

(1) To supervise and coordinate the work of the several geographical sections. (The sections indicated below to have the main responsibility in conducting the survey.)

(2) To formulate survey statements in terms of geographical units.

Geographical Sections:

31-32 missing

Africa(including Madagascar,etc.)
China
Europe(including Siberia)
India(Indian Empire,Ceylon and Afghanistan)
Japan
Latin America
Malaysia(Dutch East Indies,French Indo-China, Siam and British Malaysia)
Near East (Persia)Mesopotamia,Asia Minor, Syria and Arabia)
Oceania
Philippine Islands

2. COORDINATION BRANCH

(1) To supervise the work of the following constituent sections, and to coordinate the studies throughout the fields and with each other.

Field Conditions
Field Occupancy
Evangelistic Work
Educational Work
Medical Work
Literature
Bible Distribution
Social and Industrial Work

3. MISSION AGENCIES BRANCH

(1) To supervise the approach of all units of the foreign field survey in their relation to the missionary agencies.

(2) To discover opportunities for interviewing returned missionaries and reporting to the sections of the survey which are concerned.

(3) To arrange, in agreement with the deputations section of the Field Department, for such deputations as may be necessary and desirable.

III. METHODS

1. OBTAINING INFORMATION

(1) Questionnaires
(a) To missionaries, for estimates of requirements in staff and equipment.
(b) To Missionaries, for minimum information concerning present conditions and advance missionary program, in terms of the types of missionary work.
(c)To administrative committees on the field, for mimimum information concerning the general situation and the immediate needs of the mission fields.
(d) To specialists on the field, for detailed information respecting the several types of missionary work.
(e) To home base agencies for condensed informational and statistical data.

(2.)Deputations.
Special commissioners sent to certain fields to secure, as quickly as possible, fresh material for publicity and special survey needs.

(3) Interviews
Utilization of the numerous opportunities to secure information through missionaries recently returned from the field.

(4) Research
Study of available missionary and non-missionary data, in general and

special libraries, reports of missionary agencies, and written reports of previous surveys of deputations.

2. FORMULATION OF STATEMENTS OF SITUATIONS REVEALED BY THE SURVEY AND OF THE PROGRAMS ADOPTED BY THE MISSIONARY AGENCIES, AS INDICATED BELOW.

(1) Field Statements
(a) The situation in each of the mission fields will be stated in such terms as to assist in the formation of programs of work and in the preparations of publicity material.
(b) For publicity purposes, intensive study will be made of fields where missions have been notably successful (as Korea) and sections of the great fields (as a province of India or China).
(c) Special attention will be given to the unoccupied fields for which the missionary agencies of the United States and Canada ought to accept primary responsibility.

(2) Types of Work Statements
(a) The situation in each field, and in the foreign fields as a whole, will be stated with respect to each of the types of missionary work; evangelistic, educational, medical, social and philanthropic, industrial, etc.
(b) For publicity purposes, special attention will be given to the achievements of missions where the result has been unusually successful, (e.g., the Mass Movement of India, and Sam Higginbottom's agricultural work in India).

(3) Board Statements
(a) The programs adopted by the several denominational, interdenominational, and other agencies, will be comprised in a single statement of the program of the missionary agencies of the United States and Canada for the five-year period 1920-1924.
(b) The survey will secure a statement of missionary staff and of money needed to place on an effective basis the work and approved projects of the various missionary agencies cooperating in this united church appeal.
(c) The survey looks to a give-years' program. Its financial and other statements, however, are to be in such form as to give satisfactory basis for a one-year appeal adequate to the needs of that year as related to the longer period in prospect.

HOME MISSIONS SURVEY AND PROGRAM

1. PRIMARY CONSIDERATIONS TO BE AGREED TO in ADVANCE

1. A Statement of Principles and a Classification of Projects

PRINCIPLE A. PURELY MISSIONARY RESPONSIBILITIES

Church projects in fields where a given church is wholly or chiefly responsible for religious and social life, which can be made to meet adequately these needs along lines of worship, religious education and community service, and where adequate aid must be given on a purely missionary basis.

Class 1. Foreign Missions under the flag:

(1) Porto Rico; (2) Cuba; (3) Hawaii.

Class II. Established types of home missionary work:
(1) Indian;(2) Negro;(3) Alaskan;(4) Highlanders of the South;
(5) Mormon; (6) Isolated rural communities and newly developing frontier fields;(7)Foreign-speaking fields-such projects as are missionary in character.

Class III.Purely missionary work in city and rural fields in specialized forms:
(1) Recent immigrant peoples;(2)Industrial groups;(3)Downtown transient polyglot masses.

PRINCIPLE B. URGENT HOME BASE OPPORTUNITY SITUATIONS WHERE AID IS NECESSARY.

Church projects upon which the community is dependent for religious and social life, which can be made to meet these needs adequately, but where local constituencies cannot provide the kind of program needed now in order to place the church within the five-year period on a basis not only self-sustaining, but able to give support to world evangelization in financial aid, spiritual life and Christian leadership.

Class IV. Providing rapidly growing frontier fields with necessary equipment and pastoral aid.

Class V. The development of the rural church by providing adequate equipment and trained leadership.churches.

Class VI. The development of strategic suburban and city fields by providing aid needed for building new churches.

Class VII.The subsidizing of salaries of pastors and staff workers where the strength of the future work depends upon the immediate placing of adequately trained leadership in the field.

PRINCIPLE C. SPECIAL DENOMINATIONAL OBLIGATIONS.

Special projects which the denominations must undertake in order to meet their missionary, obligations.

Class VIII. Development of Christian leadership:

(1) Care for religious life of students, especially at non-denominational institutions.
(2) Organize life-work program among high school, college and university students.
(3) Provide special training schools for Christian service.
(4) Emphasize the call to a Christian ministry and to other special forms of Christian service throughout the church.

Class IX. Evangelism. To stimulate and utilize the spiritual resources of the church and to provide funds for:
(1) Training ministers to be pastor-evanfelists.
(2) Training lay membership in personal evangelism.

2. A STATEMENT OF PROGRAM

The term "church project" as used in the "Statement of Principles" does not mean necessarily a church building, but is made to include any one or a combination of two or more of the following items of program:

(1) A new church is an entirely new field.

(2) A new church in a field already occupied, but where present building is totally inadequate and must be entirely ignored in the new building plan.

(3) Present church remodeled to care for an adequate community program.

The term "church" as used here includes all buildings used for church work, such as a neighborhood church, mission church, parish house, a building for students at an educational institution, or any other material equipment to provide an adequate program along lines of evangelism, religious education and community service.

(4) A parsonage only in urgent cases where lack of the same is hampering the church program and which cannot possibly be built without outside aid.

(5) Sufficient pastoral support over a period of from three to five years in places where, because of increased efficiency in leadership, the church or station will come to self-support in that pweied of time.

(6) Adequate maintenance for missionaries and workers trained for a program of evangelism, religious education and community service, in fields purely missionary in character, such as:Porto Rico,Hawaii, Alaska, etc.; foreign-speaking industrial groups, downtown transient polyglot masses; isolated rural communities; English-speaking working peoples.

(7) Provide for stimulating and utilizing the spiritual resources of the church.

(8) Provide necessary equipment and workers to care for the religious life and train for specialized service students in educational centers.

(9) Provide for continuation schools among mission peoples such as Negroes, Mexicans and Highlanders.

(10) Provide equipment and leadership for work among women and children both in city and country.

II. PRINCIPLES TO GOVERN INTERDENOMINATIONAL RELATIONSHIPS

1. To occupy adequately all the unchurched territory and to reach all the unchurched groups in the United States, including Alaska, Hawaii, Porto Rico and Cuba, the Virgin Islands.

2. To develop to an efficient basis all approved projects now below par.

3. In established communities, work out a plan for the most economical

use of men and money and at the same time minister adequately to the spiritual needs of the people.

III. ORGANIZATION OF THE SURVEY AND PROGRAM

1. PRINCIPLES for the Guidance of Those Making the Survey

(1) The Interchurch World Movement survey in its content is to include all community relationships, studied, however, from a religious standpoint.

(2) The survey is to be the kind of a study on which a program can be based, a program capable of being budgeted in terms of men and money.

(3) In every community all the churches and all religious and social agencies, and not merely so-called "missions", are to be studied.

(4) We must have the sort of study that will furnish promotion and publicity material for the campaign.

(5) The process of the survey must be democratically associated with the forces on any given field, and under such forms of organization as the local community may suggest.

(6) The survey is to show the implication of all community needs, problems and situations to the personal, spiritual life of the individual.

2. THE ORGANIZATION OF THE SURVEY

(1) The survey and program shall be under the general charge of the Home Missions Division of the Survey Department of the Interchurch World Movement, and the Director shall have a competent committee for continuous counsel after the general policies have been approved by the General Committee of the Interchurch World Movement.

(2) In view of the fact that this is an enterdenominational movement, no ecclesiastical unit can be taken as the basis of procedure. The geographical units -- states, counties and townships--must be used. Each denomination may transfer the data to ecclesiastical divisions if it so desires.

(3) In each state, there should be a supervisor of rural surveys who will organize the work in each county. Under his direction, there should be made a county map for each county in the state, on which there is located every church with an appropriate key giving the denomination. Cities of five thousand and over may have separate maps locating the different churches. Under the direction of the state supervisor the material would be gathered for each county both for the rural and for the small cities using the schedules approved by the General Committee.

(4) Each major city will be treated as a unit of organization and will be given adequate supervision with a local committee and a trained worker.

(5) The cities not included in the work of the state supervisor and not included in the list of major cities may be grouped according to their location for special supervision.

(6) The unit of survey of each state may be the county. In securing the data from each county, cities of a certain population to be agreed to, may be treated separately. In each county or section, lay and ministerial delegates should be assembled to discuss with the Survey team the situation in that county. There should be present, also, such church leaders as are necessary for the territory involved.

(7) The data from each county and each city should include standardized maps, locating each church, studies of population showing racial and other tendencies, and a questionnaire on each local church, the details of which may be worked out later and approved by the General Committee.

(8) Before any survey work is actually done, the supervisors of surveys should be assembled for a training conference, at which time the plan of the whole campaign should be explained, the principles of the survey thoroughly understood and the method of procedure outlined. This is most important.

(9) Such a survey and consequent program will be commended to the churches only in so far as they are democratically made, the strongest leaders of the churches, both lay and clerical, in each locality being summoned for help and advice. No questionnaire method can be followed except to secure certain limited information as indicated above.

(10) Existing Comity Committees, Home Missions Councils, Church Federations, etc., will be consulted whenever possible.

EDUCATIONAL SURVEY AND PROGRAM

1. Relation to Other Surveys

The Educational survey will be articulated with the surveys of the home and foreign boards.

II. PURPOSE

The fundamental purpose is to locate the agencies which are equipped for the development of Christ leaders, or may be so equipped. The survey will be followed by a general financial campaign for the work of world reconstruction through the agency of the churches.

III. INSTITUTIONS INCLUDED

1. GENERAL REQUIREMENTS

The Executive Committee of the Interchurch World Movement will announce certain general requirements in compliance with which institutions may be included in the financial campaign.

2. RECOMMENDATIONS

In the light of these general requirements the boards of education will make recommendations as to institutions and amounts, considering:

(1) The results of the survey.
(2) The principle that special interests must be recognized as parts of the whole Movement.
(3) In so far as possible plans already projected for financial campaigns will be related, if desired, to the general financial campaign of the Interchurch World Movement.

IV. SCOPE OF THE SURVEY

An intensive study will be made of the colleges and universities, and other educational enterprises with which the various boards of education are related. It will take into consideration, however, the entire American field. All existing facts, such as these set forth by the U.S. Bureau of Education, The Carnegie Foundation, the General Educational Board, and other standard agencies, will be included in the bread view of the survey.

QUERIES: - What is the college thinking about? What are its internal organizations? What are the chief interests of faculty and students? What type of student leader comes to the front?

V. CONTENT OF THE SURVEY

1. FINANCIAL

(1) Control of finances and study of methods, motives and moral will be included.
(2) Financial resources, actual and potential.
(3) Needs, endowments, upkeep, etc.

2. DISTRIBUTION OF INSTITUTIONS

(1) Institutions requiring reenforcements.
(2) Modifications required for efficienty.
(3) Possible additions required.
(4) Eliminations.

3. EQUIPMENT FOR CHRISTIAN EDUCATION

(1) Personnel:faculty,student pastors,etc.
(2) Courses offered;character of courses;students enrolled in terms of numbers of types.
(3) Library facilities,etc.

4. TESTS OF EFFICIENCY FOR CHRISTIAN EDUCATION
For example,"Class A" colleges of R.E.A.

(1) Study of social sources from which students come with a view to understanding racial, religious, vocational and other factors of their environment.

(2) A study of the present distribution of former students among the vocations; ministers, missionaries, college professors,etc.

VI. ORGANIZATION

1. GENERAL SURVEY DIVISION

(1) Financial Survey Department.

(2) Field Survey Department.

(3) Social Survey Department.

2. COORDINATING COUNCIL

The coordinating Council will consist of the group of survey workers.

3. ADVISORY COMMITTEE

The Advisory Committee will include representatives of the church boards, the colleges, and the standard survey agencies.

VII. SURVEY BUDGET

The survey budget will be determined in the light of VI.above.

VIII. CONCLUSION

In the light of the discussions growing out of the above suggested plan the Cleveland Conference should formulate recommendations to the Executive Committee for inclusion in the general requirements referred to in III.1. and 2.above.

DR. TAYLOR'S RESOLUTION

At an Executive Committee meeting which was held May 1st, 1919 in Cleveland, following the All-Board Conference, Dr. Tayler introduced the following resolution which upon motion was adopted:

"Memorandum Concerning the Time and Character of the Financial Drive of the Interchurch World Movement."

"The Interchurch World Movement will begin making its surveys at once.

Some months must elapse before the returns from these surveys can be received and tabulated.

No decision concerning the time for the financial drive or the total amount to be asked for or the amount to be asked for by the several interests, boards or denominations reached until the results of the surveys are in hand and have been placed before not only the denominational authorities but also before the Budgeting Committee of the Interchurch World Movement.

Any statements concerning the amount to be raised in connection with the Interchurch World Movement or as to the time of the financial drive are mere conjectures until full data is in hand concerning the needs of the field at home and abroad."

ORGANIZATION AND WORK OF THE FOREIGN SURVEY DIVISION.

Steps were taken immediately following the All Board Conference at Cleveland toward organizing the Foreign Missionary Survey along the lines laid out in the program printed above. Questionnaires designed to get the information needed from the fields were agreed upon and early in June the Department began sending these questionnaires to the Fields. The questionnaires used by the Foreign Survey Department were as follows:

1. Every Missionary questionnaire. Designed to secure direct from the foreign mission fields information of genuine publicity value, and to interest missionaries personally in the Movement.
   Distribution: One to each missionary of all Participating boards.

2. Basic A. (Campaign Survey) Designed to secure statements as to the needs of the field in personnel, finance, property and equipment for the next five years, on which to base the estimates for the financial drive.
   Distribution: Four copies each to responsible missionaries selected by the participating boards, one copy to be kept, one to ne sent to the Foreign Division, one to Autheritative Committee on field and one to Board at home, accompanied by maps, directions, and covering letter. Explanatory letter sent out by Boards. Extra copies to autheritative committees.

3. Basic B. Designed to secure descriptive and statistical matter useful for publicity and program forming purposes in connection with the program of advance scheduled in Basic A. Covers present situation, needs, program. Aimed at mission stations.
   Distribution: Several copies to each Mission Station with request that one qualified person be made responsible for entire station report. Return one copy direct to Foreign Survey.

4. Education A - Institutions. Designed to secure descriptive and statistical information with reference to present status of a given institution, and similar information as to program of advance, including finances, for five years.

Distribution: To all educational institutions (Other than groups of primary schools) of the participating boards. Two copies of each. Return one copy direct to foreign Survey, one copy retained.

5. Education B - Specialists. Designed to secure judgment as to general educational opportunities, responsibilities and conditions on the field.
Distribution: To a selected list of specialists. Return direct to Foreign Survey.

6. Education c - Primary Schools. A special supplementary sheet designed to obtain the necessary facts about missionary primary schools, either singly or in groups.
Distribution: Sent in numbers to Mission or Station Secretaries to be distributed to those in charge of primary schools. Return, direct from reporter to Foreign Survey.

7. Medical A - Institutions. Designed to secure descriptive and statistical information with reference to the present status of a given institution and similar information as to program of advance, including finances, for five years.
Distribution: To all medical institutions of participating boards. Return, direct to Foreign Survey.

8. Medical B - Specialists. Designed to secure judgments as to general medical needs, opportunities, responsibilities, and conditions on field.
Distribution: To a selected list of specialists.

9. Literature A - Institutions. Designed to secure the needed information as to present character of work, output, equipment and program of advance and finance for five years of a given publishing house or press.
Distribution: Two copies to each institution, one to be retained, the other to be returned direct to Foreign Survey.

10. Literature B - Specialists. Designed to secure judgments as to conditions, needs, opportunities, scope, and program in general.
Distribution: One copy each to a limited number of specialists in each field.

11. Bible - Specialists. Designed to show the comparative need of Bible translation, revision, publication and distribution in all fields covered by the Foreign Surveys.
Distribution: Three copies each to a group of

specialists, selected to cover the field completely in a geographical sense.

12. Philanthropic A - Institutions. Designed to secure the needed information as to present condition, program of advance and finance of a given institution, for program - making and publicity.
Distribution: Three or four copies to each institution.

13. Philanthropic B - Specialists. Designed to secure judgments as to conditions, needs, opportunities, and program in general.
Distribution: One copy each to a limited number of specialists in each field.

14. Evangelistic - Specialists. Designed to secure judgments as to conditions, needs, opportunities, and program in general.
Distribution: One copy ~~to~~ each a limited selected list of specialists in each field.

At the General Committee meeting held at Cleveland, Ohio September 25th-26th, a Committee was appointed to consider the plans and work of Foreign Survey of the Interchurch World Movement to that date. The following findings which note satisfactory progress and acceptable plans for further development were presented.

COMMITTEE ON THE FOREIGN DIVISION OF SURVEY. *

The following findings are based upon the oral report submitted yesterday to the Committee, supplemented by certain statements that have been printed by the Division and by Conference with these meeting with the Committee, Dr. Haggard, Mr. Zimmerman and Dr. Bible.

The findings of the Committee are as follows:

1. The Foreign Division of Survey is making such a survey of all foreign mission fields, as will enable it, in co-operation with the missionary agencies of the United States, to determine the obligations of these American agencies and to formulate a five years' program of advance, which may be budgeted in terms of men and money.

2. The fact is recognized that it would be impossible to make a complete survey in time to render all the facts available

---

*(General Committee Exhibit - September 25th -26th.).

in the coming financial campaign, but the survey is being conducted with such thoroughness as to insure the securing of data which will be a trustworthy basis for any following surveys.

3. A general program statement is being prepared for use in the financial campaign.

4. To insure the wisest expenditure of a large sum of money made available for use within a short period of time, it will be necessary to furnish the co-operating agencies with the fullest information possible regarding the fields. In view of this fact the Foreign Division proposes to continue the process of survey with all rapidity constistent with thoroughness, completing the surveys as far aspossible. in the Autumn of 1920, and to furnish the cooperating agencies entrusted with the expenditure of the funds information as it is received.

5. Necessarily such survey includes all foreign mission fields, not only these occupied by American agencies, but also these occupied by agencies other than American, and these yet unoccupied.

6. The plans for securing information and judgments are markedly democratic, the appeal being made not only to boards or societies in America, but to associations, institutions and individuals in the fields.

7. The survey is being conducted in closest co-operation with such bodies and Committees as are now making surveys, or such as have made them, securing from them such material as is already available.

8. In a very few cases where the fields are of an unusual magnitude, and where it is desirable to co-operate closely with organizations engaged in survey work, the Foreign Division has found it desirable to arrange to send an official representative to the field.

9. The Foreign Division of Survey understands that its program statements do not exclude individual statements by participating agencies but contemplates that such individual statement will be made.

10. Where information concerning a field occupied by a co-operating agency is gathered through missionaries of such agency, this information is being submitted to the check of that agency before being made an authoritative statement with reference to that particular field.

11. The program statements of this Division are being prepared not with a view to determining policies but with a view to furnishing agencies with information that will be of service to them in determining their policies.

12. The Committee recommends that the above findings be adopted as the recognized plan and policy of the Foreign Division of Survey in conducting the survey of the foreign mission fields.

13. The Committee nominates Mrs. Montgomery as a member of the Budget Committee.

W. B. Anderson, Chairman.

BUDGET MAKING PROCESS.

Basic A of questionnaire sent out by Foreign Missions Survey was designed to get the material on which a budget might be based. By October, it was estimated, that 60% or more of these Basic A Schedules would be in the hands of the Foreign Survey Committee by December as a basis for budget making.

At a conference between representatives of the Foreign Mission Boards and of the Foreign Survey Division of the Interchurch World Movement held Friday October 17th, 1919 the following suggested procedure of budget making was adopted:-

SUGGESTED PROCEDURE IN MAKING FINAL CAMPAIGN BUDGET.

(1) VOTED: That this 60 percent be used as a basis for the first stage in the budget making process and that the estimate covering the delayed or missing returns be made by experts in the survey office familiar with conditions in areas not covered by the questionnaires.

(2) VOTED: That the second stage in the budget making process consist of the suggestions of modifications coming from the authoritative bodies in the field.

(3) VOTED: That the third stage in the budget making process consist of the contribution of the Foreign Division of its independent data secured in making the survey.

(4) VOTED: That the fourth and final stage in the budget making process be the criticism and checking of the result thus far obtained in a joint conference of the Foreign Division with the several Foreign Mission Boards involved.

The Foreign Survey Department reported on how the budget was made as follows:

BUDGET PREPARATION.

A. For Regular Work of Boards.

1. Each Board was asked last spring to furnish for each of its fields a list of missionaries to whom copies of the financial questionnaire should be sent. The lists were made up by the Boards in such a way as to cover all stations and districts and all types of work.

Copies of this questionnaire were sent to 1,183 individuals on the field. Each questionnaire was intended to secure the judgment of an individual or of a local group in the station or district. The questionnaire was then forwarded to an authoritative committee of the Mission on the field or modification or endorsement. To obviate delay a copy of the questionnaire as made out by the station or district group or individual was sent direct to the Interchurch World Movement offices, and this was followed by the modified or endorsed copies as fast as they were ready. These "Basic A" questionnaires were the primary material from which the proposals for a Board Budget were made.

2. Where a Basic A was available its figures were transferred to our "Budget Worksheet." The judgment of individual missionaries or of groups of missionaries familiar in areas in which several Boards work, was sought, and when these judgments had been recorded, estimates were made for the areas for which Basic A.had not returned. This was to a considerable extent a process of comparison. The fullest use was made of Board reports and similar literature to learn the relative importance, size, population, etc., of areas for which Basic A was available and those for which it was lacking and with this in hand the estimates were made. The accompanying tables will show in the case of each country the percentage of Basic A available when the budget was made and also the present percentage of returns.

December 10, 1920.

ANALYSIS OF RETURNS - BASIC A
(When Budget Was Made)

	Basic A sent	Basic A Received	%
Africa	133	51	38.3
China	301	179	59.5
India	364	253	69.5
Japanese Empire	146	129	88.4
Southeastern Asia	33	10	30.3
Philippine Islands	39	31	79.5
Near East	48	12	25.0
Latin America	106	50	47.2
Europe	13	6	46.2
Total December 10th.	1183	721	60.9

April 19, 1920

ANALYSIS OF RETURNS - BASIC A

	Basic A sent	Basic A Received	%
Africa	133	82	61.6
China	301	225	74.8
Japanese Empire	146	140	95.9
India	364	267	73.4
Southeastern Asia	33	22	66.7
Philippine Islands	39	31	79.5
Near East	48	20	41.7
Latin America	106	60	56.6
Europe	13	7	53.8
Total April 19th	1183	854	72.2

Revision of analysis of January 15. Mailing and returns for Europe include Balkans, since classified with the Near East. According to this latest classification three were mailed to Europe and two were returned. Note also that the received column contains gross receipts irrespective of mailing.

3. A conference of Missionaries home on furlough was held at Wallace Lodge, November 18th, 1919, and so far as time permitted the judgment of each field group was secured on the most important qusstions involved in this estimating process. In particular a judgment was formulated after full discussion as to a standard missionary force required for the staffing of a typical station in a given country.

4. With the judgments of this conference in hand the Division Heads of the Foreign Survey Department completed the process of estimating for unreported areas. They then made a careful study of the askings contained in

Basic A., modifying the figures of areas on where in their judgment such action was advisable. All available data as to present appropriations to each field by each Board, present staff, and the program for advance already made by the several denominations were taken into account, as well as a comparison of the work of the several denominations in each field.

B. Budget for Special Types of Work.

Budgets for this type were prepared for fields where a number of societies are at work and where special types of work necessitate some form of cooperative effort.

1. Reports and recommendations of general missionary organization such as China Continuation Committee, the National Missionary Council of India, the Committee on Cooperation in Latin America and the Conference of Federated Missions in Japan.

Studied by specialists in these types of work were carefully considered where definite programs are suggested.

2. From these sources a tentative program and budget were drawn up. Special types were reported effective in part of one field and were considered for wider utilization; types most effective in one field were tantatively suggested for other fields.

3. These were submitted to a conference of furloughed missionaries from each field representing as far as possible all types of work. All special type programs and budgets were carefully considered by these conferences and the budget proposals presented were in the main approved by them.

4. It is understood that these programs will be carried out. If approved, either by a group of Boards or by Union agencies approved by and responsible to the Boards.

C. Budget for Unoccupied Territory.

1. It was found impossible to fix an exact definition for unoccupied territory which could be universally applied. In several large sections, two classifications, unoccupied and partly unoccupied, were used.

2. Every effort was made to learn the areas, population, present status of each area concerned, by research in libraries and current literature.

3. By conference and correspondence the individual judgment of the best informed missionaries in America was secured.

4. Where any of the organized general committees on the field have made recommendation as to occupation they were carefully considered.

5. To facilitate the budget making process a Standard Cost Unit form was used, for each area. It included Evangelists, Educational, and Medical units of three Grades A. B. C., each covering requirements in foreign staff, native staff, buildings and equipment and operating expenses. The standards used were determined by data drawn from the nearest similar mission field.

The tentative standard unit cost sheets, program and budget for each field were laid before a group of the best informed missionaries available in a two day conference at Wallace Lodge and the program as suggested, was in general approved by this conference.

This Standard Cost Unit System constitutes an original contribution in the realm of Comparative missionary costs which will be of actual practical aid in the preparation of future budgets. The entire details of the system are too long to be presented here but are available in the files of the Department.

The combined final results obtained from the above mentioned processes were laid before a conference of the Foreign Mission Board representatives at 25 Madison Avenue, December 17-18, 1919. Special committees appointed by the conference to review the budget of each field made detailed reports regarding the proposals. These reports were then read to the conference as recommendations and a full day was given to a careful consideration of the modifications which they contained.

During the interim between this conference and the World Survey Conference at Atlantic City, January 7-10, 1920, the Foreign Survey Department revised its budgets giving due consideration to the recommendation of the Madison Avenue Conference, as well as to the new returns from the various fields.

The budgets presented at Atlantic City were therefore based upon:

1. A return from the fields of approximately 60% of the financial questionnaires (Basic A) sent out.

2. The advice of two carefully selected groups of missionaries and board representatives in America, and

3. A thoroughly coordinated study by experts from each field.

ORGANIZATION AND DEVELOPMENT OF THE HOME SURVEY.

These im charge of the Home Survey Department began the work of active organization following the general Committee meeting held in Cleveland on May 2nd, 1919. The outline presented at the All Board Conference at Cleveland became the working program of the Home Mission Survey Division.

On May 8th Ralph E. Diffenderfer reported to the Cabinet the following progress:

> "1. In conference with the Field Department a series of State Interchurch Conferences have been arranged in an attempt to cover the entire United States from each State from May 26th to June 13th, using four or five different teams of men. Arrangements have been made for the setting up of most of these conferences and the teams are being organized. The purpose of these conferences is first, to present the plan and purpose of the Interchurch World Movement; second, to outline the organization and some of the State surveys; third, to lay the foundation of a permanent Interchurch Organization for the State.
>
> "2. The State supervisers of rural surveys will be assembled in St. Louis Tuesday and Wednesday, May 13th and 14th, for their training conference. These men will then be ready to begin work.
>
> "3. The City Survey Council has decided to hold a conference in Cleveland, June 10th to June 12th on the Church in the City for the purpose of training the city surveyors and working out a program for the Protestant Church in the American cities."

This report was in keeping with a plan agreed upon in a conference on surveys which was held on April 17th, 1919. This agreement reads as follows:

> "1. That the surveys should go forward as planned.
>
> "2. That the state and local councils formed by the Survey Department will not become the permanent State Committee.
>
> "3. The Field Department agrees to give the Survey Department all information possible as to the personnel, the regional conferences, etc.

"4. In views of the fact that all states and cities will have to have permanent committees, the Survey Department will give to the Field Department all names of their committees and other information that would prove helpful to the Field Department in forming the permanent committees.

On May 13-14th the Rural Survey section held a training conference in St. Louis, Mo. Persons being considered for State Supervisors of Rural Surveys were assembled for two day's training.

The series of conferences of by Dr. Diffenderfer which were to begin on May 26th was begun on schedule. To these conferences the State and district denominational Board Executives were invited. Committees were appointed which were to be known as the State Survey Councils. These in charge of the conferences then recommended to this Council some man who had been previously selected and trained for Rural Survey work and advised that he be selected as State Supervisor of Rural Surveys by the State Council.

Considerable objection was encountered in the different states as to the arbitrary method of calling the conferences and setting up the rural surveys and after the first group of conferences which had already been advertised and arranged had been held the plan was changed and instead of holding conferences in the States men were sent into the States to quietly canvass the situation and bring together the outstanding denominational leaders and through conferences with them determine the manner and means of selecting the council and setting up the Rural Surveys.

RURAL SURVEY WORK.

The Rural Survey was to be carried on county by county while special provisions were made for the study of city and particular group problems. The rural survey county by county was conducted on a state basis, each state being under the immediate

supervision of a state director with whom was associated a committee representing every rural interest. These directors had been especially trained for their work. Their immediate task was to discover from two to four men in each county who would work for their expenses. These to form a county survey council and to conduct the county survey.

The General plan of making these surveys was set forth as follows:-

1. (a) The securing of all necessary data bearing upon the task of the church in the areas surveyed.

(b) Assembling this material, tabulating it and presenting it in graphic form.

(c) Interpreting the material in terms of a budget and of a program of adjustment and promotion.

The securing and assembling of the material are the functions of the survey men under the direction of the state survey supervisor. The interpretation in the terms of the budget and the program is primarily the work of those forces and organizations, local, state and national, whose interests are involved, and is not the responsibility of the survey men. The task of the survey men, therefore, is to secure for conference all the facts necessary for the formulating of budgets and programs.

II. Scope of SURVEY. Many topics of interest and importance must be excluded from this initial study. In preparing the schedules which will be used, six things have been in mind:

(a) To discover those factors in the community's life which condition religious work. We must present an accurate and sympathetic picture of the community in which the church is at work.

(b) To discover the unit of territory and population which should be made the basis of parish organization and development. This is the least understood aspect of the present rural problem. The effort must be to discover what are the actual boundaries of existing communities and what the relation of these communities is to the parish boundaries.

(c) To locate and study various other social institutions whose work is related to the work of the church.

(d) To minutely analyze the church as a working organization. This is our point of major emphasis. This whole survey is concerned with the church in its relation to the community life.

(e) To make clear the various ecclesiastical relationships which must be taken into account in determining the policy for any given community. This will take us into the realm of church extension and development. This is a field of vital importance.

(f) To classify the various church enterprises in such a way as to make clear the character of the work and of the missionary problems involved. This applies primarily to the building of a program on the basis of the survey, on which a fuller statement will later be made. For guidance during the survey the following classification of projects is given:

Class 1. Aided churches which, with proper promotion, may come to adequate self-support within five years.

Class 2. Aided missionary enterprises which, without reference to prospects of self-support, may with proper development occupy a position of strategic importance in the service of an exceptional community.

Class 3. A problematical church--where uncertainties of population, of industry or other factors raise a question as to its future. This class will include churches which ought to be transferred to other denominations or abandoned.

Class 4. Self-sustaining churches which, with new equipment, added leadership and maintenance, would greatly increase their service to the community.

Class 5. Other self-sustaining churches.

Exceptions to the General Rule.

In general, the responsibility of the rural survey is limited to territory outside of incorporated towns of more than five thousand population. It is obvious, however, that there are many towns of a population somewhat exceeding that figure which are primarily rural in import and which can best be studied by the Rural Church Branch of the Survey Department. Also, some places of less than five thousand population may be so intimately connected with larger industrial centers that they should be studied in that connection. In all such cases adjustment will be made on the basis of the major interests involved, the State Survey Council, generally, being the judge.

Racial and

The main schedules to be used have been prepared from the point of view of a normal, American rural community

Industrial Problems.

er small town. The Survey is responsible, however, for the study of all special racial or industrial problems within the territory covered, with the single exception of lumber-camps where there is no established church. For this reason, special schedules are being prepared for use in certain exceptional areas; for example, rural Mexican or other foreign-speaking and alien-thinking communities, Indian Villages, small mining-camps and other exceptional communities.

The survey of the Negro population has also been committed to the Rural Church Branch of the department. Special recommendations for the conduct of this phase of the work, made by a conference of representative Negroes, have been communicated to the supervisors of adopted to this study have been prepared.

Where the regular schedules are in the main applicable but some slight modifications are desirable to meet minor variations in conditions, the State Survey Council and the State supervisor are authorized to make these changes if the main lines of the surveys are not affected thereby. *

The Home Mission Boards submitted their budgets to the Home Mission Survey Council and these were checked up by Board of Review. *

ORGANIZATION OF THE CITY SURVEY.

On June 10-12th, 1919 there was a conference of two-hundred men and women interested or engaged in the work of the church in the city held in Cleveland, Ohio. This group included city mission executives, pasters of churches in downtown, residential and suburban communities, superintendents of rescue missions, community workers, representatives of national home mission, societies of seminaries and of educational institutions engaged in training workers for the city task. The work of this conference was designed to help the city survey and program council in shaping up its approach to the social and religious

---

* From County Survey Manual

* Chapter 3 Page 100

problems of our cities from the standpoint of the church. After two days discussion committees were appointed to bring in reports of various phases of the city approach. These reports were as follows:-

REPORT OF THE COMMITTEE ON
THE CITY CHURCH AND THE PRESENT IN
DUSTRIAL AND SOCIAL CRISIS

We AFFIRM the social creed of our churches, expressed through the Federal Council of the Churches of Christ in America.

1. PUTTING THE CREED TO WORK

To further the actualization of that creed:

1. We commend the policy of the denominational boards in setting up demonstration centers in industrial communities with adequate leadership, equipment and budget, for the purpose of exhibiting to the church at large, by free experiment, the practicability of an efficient Christian progress in such communities. We urge the extension and amplification of this policy.

2. We commend the promotion through the agency of denominational and interdenominational bodies and of local churches, of conferences with employers and employees, and representatives of the public, to the end of mutual understanding and cooperation upon a Christian basis.

3. We recommend that at this time of world unrest the churches in local communities be encouraged to open their doors for the free discussion of the problems of our common life, in which moral issues are involved. We believe that in such discussion opportunity should be given for all voices in the controversy to be heard.

4. We urge upon the various interdenominational and denominational commissions concerned with social service the organization of a unified program of publicity for the creation of a Christian public opinion, upon industrial, social and civic questions. No survey of the city and her problem will be worth the paper upon which the findings are written unless and until the facts are actually given to the public.

5. We recommend that the Interchurch World Movement seek the establishment of a permament research commission, for the investigation of all such phases of industrial, social and civic life as should be of vital concern to the church. This commission should be established in consultation and in cooperation with the commission on the church and social service of the Federal Council of Churches and with the existing denominational commissions and boards having to do with social service. It should be provided with an adequate salaried staff

and a budget sufficient for the purposes of a thorough scientific analysis of the problems studied and the publication of its findings.

It should include among its functions the following:

(1) The investigation of crucial situations upon the basis of the accepted standards of the Christian Church, reaffirmed above.

(2) The study of industrial communities with a view to discovering the most effective type of church organization and ministration, the type of leadership required and the type of training essential for the equipment of such leaders for their tasks.

II. SUGGESTED INQUIRIES

In determining the relation of the churches to industrial, civic and reconstruction problems, the studies should direct the attention of the churches to the following schedules:

1. Is the city in question provided with the standard social agencies for a city of its size, such as associated charities, juvenile court and its accessory agencies (parole, probation, detention home), humane society, child caring and placing agency, hospital free clinic, legal aid societies, visiting nurses, home for the aged, etc.

2. Are the standard welfare agencies of a modern city government in operation and working with fair efficiency? (department of charities and corrections, board of health and public recreation, public markets, etc.)

3. Are the industries of the community organized into a chamber of commerce or board of trade, and has this chamber or board a community spirit and organization?

4. What are the labor organizations of the city? What is the temper and management of the labor movement? Are women industrial workers well organized? Have they equal wages with men, and is their labor protected? Is there manifest need of organization in special groups? Is there child labor?

5. Is the eight-hour day and Saturday half holiday in force? Is Sunday labor reduced to a minimum? Is there one day's rest in seven?

6. Are wages on a level with these of like industries in communities of the same size, and are wages adequate and adjusted to the local cost of living?

7. Is labor represented in community organizations?

8. What beginnings have been made in the participation of

labor in management and in profit-sharing?

9. What beginnings have been made in cooperative merchandising, marketing and production?

10. Is there abundant provision for wholesome and well-supervised recreation? Is there proper control over commercialized recreation? Is there a city-wide program of recreation?

11. Has there been a segregated vice district in the city, and has it been abolished? Is there provision for the care of prostitutes and for the clinical treatment of infected persons? What is the attitude of the city government toward the repression of vice?

12. Do the public schools meet the standards set by the state and nation? Are there manifest educational needs?

13. Has the community adequate social centers? Are the churches and schools developed as social centers? Are the churches in touch with these and similar movements for recreation?

14. Is there a sufficient organization of public discussion through such agencies as advertising clubs, rotary clubs, chambers of commerce, community and church forums? Is there freedom of discussion?

15. Is there serious need of new and improved housing; and are the standards of housing set by the National Housing Association recognized?

16. What is the extent and location of the foreign-speaking districts? Are they adequately provided with schools, churches, social agencies, housing, water, sanitation, lighting, police control and recreation, including parks and play-grounds? What provision has been made for effective Americanization?

17. Are there sufficient religious centers for cheap boarding house residence districts, and are they of the proper character?

18. Are the churches in the industrial residential neighborhoods adequately housed, equipped and provided with staffs for modern, seven-day church and community work?

19. Are there migratory groups in the community, coming for a part of each year, for which religious and social provision should be made? Are there also detached and floating groups, requiring attention?

20. Are the women of the local churches organized for cooperative service with their sisters who are industrial workers, and for other purposes in which, as citizens and home makers, they have a direct interest?

21. Is there a Negro neighborhood within the community, and are its religious forces organized for the welfare of the race? Is it adequately provided with churches, schools, social agencies, housing, sanitation, lighting, water, police control, recreation, supervised social centers, and other necessities of a modern community? Are the races in cooperation for community welfare? Is there sentiment and organization against lynching in the city as a whole? Is there equal vocational opportunity for the Negro? Is the separate coach law in vogue, and are travel facilities clean and adequate? Is there proper training for citizenship?

22. How intelligently and effectively are the Protestant churches organized for cooperation with community agencies and movements?

23. Are Catholic, Jewish and Protestant religious organizations cooperating in community service?

REPORT OF THE COMMITTEE ON THE DOWNTOWN CHURCH

THE DOWNTOWN church may, in general, be regarded as a church located in a center of business on a main thoroughfare near the civic center, where the crowds pass, or in a district from which the normal residential population has removed; having a transient hotel and boarding house population with its sustaining membership for the most part living at a distance, or is it a church that is the central or outstanding church of its denomination in, or near, the center of the city.

The Interchurch World Movement should emphasize the importance of the downtown church and urge upon the different denominations the need of a strong outstanding ministry in the heart of the city, with a plant properly equipped to minister to visitors, transients and special social groups.

The immediate and ultimate success of the downtown church depends on a continuous evangelistic message and appeal to the passing throngs, and a pulpit leadership of clear and prophetic thinking on the current questions of social, economic and political interest, the religious and spiritual implications of which are too often ignored. We must spiritualize the social order, and the preacher of the gospel who stands at the center of teeming commercial and civil life is in a position of unique responsibility and power.

I. STAFF

Pastoral leadership must be reenforced by a staff of paid workers to take care of highly specialized types of work. While the staff will depend in its development on two things:

first, the local situation, and second, the pastor in charge, yet, as the result of the discussion setting forth the best experience with the downtown church, it should take these general forms:

1. Church Secretary
2. Associate pastor or pastors
3. Parish visitors
4. Director of religious education
5. A director of recreation
6. A district nurse, where it is advantageous.

The committee does not attempt to prescribe the order in which the staff shall be developed, but any paid staff of workers must build up from the membership a staff of volunteer workers, and train and direct them.

The downtown church should have a dual ministry; to its immediate neighborhood and to the city at large, an intensive and extensive work in its own city. It should seek to function helpfully in as many ways as possible to the people who live in the immediate vicinity, and an open church ministering to all neighborhood groups, adopting the community center and settlement idea as the ideal. Through its pastor and staff it should also affiliate and cooperate with every preventive and remedial agency or welfare organization wherever possible. It should seek to be involved instinctively with every vital interest of the city and keep a city-wide conscience on moral issues. To it the denomination and the Christian forces of the city should be able to look for moral and spiritual leadership.

We feel that the Interchurch World Movement should seek to emphasize the value of the downtown church and state a policy of retaining the constituent membership as members and workers downtown, even though they move into what is known as the residential districts.

From past experience it is evident that the future of some downtown churches can be assured only by income from some sort of endowment, or from other special sources; but the welfare of the church itself requires that as far as possible self-support be maintained in order to insure the cooperation, interest and development of the membership. Income from endowment until need arises should be devoted to wider kingdom uses, only being used for local support where absolutely necessary, to meet the ever increasing demands.

II. EQUIPMENT

The downtown church should have a modern, up-to-date building and equipment to meet the discovered needs of its varied ministry. This equipment will be adapted broadly to a pre-

gram of social, recreational, educational and evangelistic work. Only after careful local survey of the community and advice from competent specialists should the large sums necessary be expended to erect and equip the plant. The old and outworn ecclesiastical structure of a generation gone will not suffice.

We suggest the appointment of a permanent committee to study, in connection with the general survey of the Interchurch World Movement, all the problems connected with the downtown church and provide for the closest possible cooperation between denominations in all downtown churches to make Christianty's message and ministry at the heart of our civilization effective.

REPORT OF THE COMMITTEE ON THE CHURCH IN CITY-RESIDENTIAL AND SUBURBAN COMMUNITIES

IF THE church is to maintain its strength and efficiency in the city as well as capture our populous centers for the kingdom of God, then there must be the largest wisdom and the finest strategy in the location of churches in residential and suburban districts as well as a thorough-going adequacy in their support. These residential churches are facing numerous and serious problems, among which we note as most acute and insistent the following:

1. The overcrowding of churches in certain residential centers with the resultant waste and unseemly competitive programs.

2. The difficulty of enlisting the full cooperation and support of the real Christian constituency of a residential community in these churches nearest to the people. It is the obvious custom of many pastors and church officers to seek to retain the membership of their members as they move to the residential and suburban districts or from city to city. The tendency resultant from such procedure very often loosens the ties of religious interest in the home church, while making unlikely or impossible the forming of new ties in the new location. The gravity of the situation is accentuated by the all too common willingness on the part of many church members to indulge in the desire for spiritual relaxation as they take residence in a new place.

3. The shifting of our urban populations. This creates one of our gravest problems. It has become almost a hazard to locate a city church. Not only is there the constant movement of the city people toward the suburbs, but the changing character of our residential neighborhoods, the development of apartment and boarding house districts, the transient character of the new residents, as well as the incoming tides of

multitudes who by reason of differences of race, color, language or traditions, change completely the character of given residential communities and present to the church there a new set of problems.

4. The complexity of the social life of the members. The claim of various organizations upon their leisure time and thought, the abundance of recreational facilities outside the church, and the insistence of civic, fraternal and social demands upon the mental and financial resources of the people, all complicate the problems of the requisition of the church upon the week-day time and energy of its members.

5. The problem of our youth and childhood. This is constant and acute. At the very period of most abounding energy for the youth, the church must be constructive in its program for our boys and girls rather than oppressive. Their life is a total, and religion must interpret life to them as a whole. Therefore, the church is facing not merely the problem of ministration to the needs of youth on the side of worship and devotion, but also on the side of religious education, social activity, service and recreation. This problem of its youth is one of most serious concern to the church.

6. The problem of unifying the total religious effort and program of the communities so as to create or conserve an essential community consciousness. The residential churches should seek to avoid the decisive reactions so painfully visible in many instances, and to coordinate the education, social, service and community features of our program in the interests of comity, economy and a single Christian impact upon the community.

7. The necessity of providing extra-church activities. Another problem of the residential church, particularly in those districts uniformly American and well-to-do, is to furnish to our members an adequate range for Christian service beyond the activities of the church itself.

8. A method of approach. To meet these and other problems the residential churches are called to serious study, earnest prayer and deliberative counsel.

Federation of effort and unity of interdenominational purpose will study the residential and suburban field and locate new churches with a wisdom and strategy which the importance of the preceeding involves. These churches will be planted deeply in selected centers to remain through the years; they will be equipped and financed and adjusted to the changing needs of the community. They will push out into the community in a service so unselfish and Christian as to justify their existence. They will maintain a staff of paid and trained workers, organized about the pastor, to care for educational, musical, social, recreational and parish activities. They will prepare in advance for coming changes of population and not wait until the receding tides of their constituents have left

them high and dry before adjusting plant program and type of ministry to the new conditions. They will be permanent Christian watch towers, and may be changed but not removed. The pulpit of the residential church must be a throne of power. The prophetic voice must be heard, and the gospel of Jesus Christ proclaimed in terms of present-day life. Therefore, the forces of Christian administration, not merely local nor denominational, but interdenominational, must master the problems of the residential church, locating it wisely, planting it deeply, manning it strongly, equipping it fully, financing it adequately, and establishing it permanently, if the kingdom of God is to come in the city. As an instrument of promise and efficient cooperation we hail the advent of the Interchurch World Movement in its survey and program of federated Christian effort in our American cities.

REPORT OF THE COMMITTEE ON WORK AMONG THE FOREIGN-SPEAKING PEOPLE.

IN UNDERTAKING work among foreign-speaking and foreign-born peoples we have as our supreme purpose service of the neighborhood at every point of need. We desire to inculcate the spirit of Christ in individual lives and in the neighborhood, and we urge the incorporation in the program to be undertaken of a presentation of the Christian message, and we recognize the need for organized association of those who share the spirit and purpose of Jesus, but we do not insist that this association must necessarily be found in the Protestant Church.

I. COOPERATION

We believe the church should have an interest in all neighborhood agencies which aim to meet any human need, and if a need is not being met, the church should make provision for it, either directly or in cooperation with an agency established for that purpose. This would include recreation, teaching of English and civics, industrial classes, open forum, relief and aid, industrial relations and other activities. In any case, the church should work out a conservation program designed to gather up the results of such neighborhood cooperation.

II. ENGLISH AND CITIZENSHIP

It is our opinion that the foreign-speaking churches have an unusual opportunity to assist in the general movement for a more complete Americanization of our county. While we recognize that the entire program of the church makes for Americanization, nevertheless certain elements, such as the study of citizenship and the use of the English language, are essential and should be emphasized.

III. METHODS OF APPROACH

them high and dry before adjusting plant program and type of ministry to the new conditions. They will be permanent Christian watch towers, and may be changed but not removed. The pulpit of the residential church must be a throne of power. The prophetic voice must be heard, and the gospel of Jesus Christ proclaimed in terms of present-day life. Therefore, the forces of Christian administration, not merely local nor denominational, but interdenominational, must master the problems of the residential church, locating it wisely, planting it deeply, manning it strongly, equipping it fully, financing it adequately, and establishing it permanently, if the kingdom of God is to come in the city. As an instrument of promise and efficient cooperation we hail the advent of the Interchurch World Movement in its survey and program of federated Christian effort in our American cities.

REPORT OF THE COMMITTEE ON WORK AMONG THE FOREIGN-SPEAKING PEOPLE.

IN UNDERTAKING work among foreign-speaking and foreign-born peoples we have as our supreme purpose service of the neighborhood at every point of need. We desire to inculcate the spirit of Christ in individual lives and in the neighborhood, and we urge the incorporation in the program to be undertaken of a presentation of the Christian message, and we recognize the need for organized association of those who share the spirit and purpose of Jesus, but we do not insist that this association must necessarily be found in the Protestant Church.

I. COOPERATION

We believe the church should have an interest in all neighborhood agencies which aim to meet any human need, and if a need is not being met, the church should make provision for it, either directly or in cooperation with an agency established for that purpose. This would include recreation, teaching of English and civics, industrial classes, open forum, relief and aid, industrial relations and other activities. In any case, the church should work out a conservation program designed to gather up the results of such neighborhood cooperation.

II. ENGLISH AND CITIZENSHIP

It is our opinion that the foreign-speaking churches have an unusual opportunity to assist in the general movement for a more complete Americanization of our county. While we recognize that the entire program of the church makes for Americanization, nevertheless certain elements, such as the study of citizenship and the use of the English language, are essential and should be emphasized.

III. METHODS OF APPROACH

Though experience has shown the value of various modes of approach to foreign-speaking peoples, viz: by colporteur, woman worker or so-called mission, nevertheless, because of the many instances of failure, due to the unseemly appearance of buildings, inadequate equipment, narrow and limited programs, and untrained workers, we recommend that in every new approach to a foreign-speaking group, whether racially solid or polyglot, there be formulated at the outset a strong program of worship, religious, educational, and social ministry with proper building, equipment and specially trained leaders and staff workers -- a program which shall be adequate to the needs of the situation, and which shall command attention and respect.

In cases where English-speaking churches are being surrounded by foreign-speaking people, English-speaking churches are urged to adapt their ministry to the changing conditions by the introduction of a social and educational program and a democratic departmental organization.

REPORT OF THE COMMITTEE ON THE CHURCH AND THE RESCUE MISSION

IN EVERY large city, in the cheap lodging house districts and in decadent business and residential neighborhoods, are to be found men, women and children who are the victims of drink, vice, crime and poverty.

Many are subnormal in mentality, many are nervous wrecks who have gone down under the industrial and social strain of the city life, many have never had a fair chance, and many have wasted brilliant talents and fine opportunities. Especially pitiable are the children of these districts.

Usually from these neighborhoods the churches have removed to more favored communities. Often the churches that remain maintain a type of service and standard of worship that do not attract these unfortunate denizens of the city streets.

One of the best known organizations which has arisen to challenge these desperate conditions is the rescue mission. In calling the attention of the conference to the place and possibilities of this agency in the religious life of our large cities we present the following findings:

I. DEMOCRACY WITHIN THE CHURCH

We urge upon the churches and pastors of churches in the more favored sections of our cities a greater interest in and sympathy for the specific work which the rescue mission is doing.

The new conception of democracy, to be thorough-going, must embrace the spiritual and social life of every member, however humble, of the church of Christ. We hold that men

and women painfully striving again to stand erect should be admitted into the full sympathetic and ecclesiastical fellowship of evangelical churches; and that the attitude of Christ toward publicans and sinners and the afflicted (He first touched the repulsive leper, then healed him), should receive attention with special reference to Christian activities in abnormal and subnormal centers of population.

II. NECESSARY READJUSTMENT

We would call attention to the necessity of the readjustment of the work of the rescue in view of the passing of the saloon. In the minds of many it is believed that there will be for a time a widespread political and social restlessness and defiance of prohibition laws in urban communities; but that on the whole, even in this transitional period, the temptations of alcohol will be lessened. Consequently close study of changed methods and policies in the work of the rescue mission is recommended.

But while this study is demanded, it must not be overlooked that the sloth, the criminal, the drug addict, the defective, the degenerate, the dependent, the ignorant, who instinctively seek to hide their identity in large cities, will remain. These classes need the ministry of the rescue mission, and will never cease to need it.

III. A CLOSER IDENTIFICATION

We are impressed with the necessity of a closer identification of the rescue mission, as an organization with organized church life.

The church is now assuming responsibilities which she has too often in the past delegated to other bodies. We believe that the time has come when the church of Christ itself, preferably through the several evangelical denominations as its mandateries, should assume responsibility forthe rescue mission. We advance four reasons for this change of policy.

1. The history of independent rescue missions, dependent upon voluntary contributions and controlled by close corporations, shows in a lamentably large number of instances that either financial support fails after the burst of enthusiasm dies, or that in their activities the emphasis is shifted from the spiritual to social or industrial phases of the work. In either case the mission ceases to function normally.

2. Competent local leadership, so difficult to secure for an independent work, can more readily be obtained if the mission is affiliated with a religious denomination.

3. Financial control of a denominational agency creates denominational responsibility and insures against financial errors and mismanagement.

4. It is our unanimous conviction that for the highest efficiency, a local church denominationally affiliated, with varied activities, (see following section of this report), should, as an organization, supplant the rescue mission. Nothing less than a local church with a constitution, the ordinances, an order of worship, responsibilities and enlarged service to the community can, in our judgment, appeal to the newly awakened consciousness of personality which men today in the congested districts, as throughout the world, are acquiring.

IV. SCOPE OF ACTIVITIES

We suggest the following activities in connection with the local church just mentioned:

1. Spiritual: Men need to repent of their sins and by faith find peace with God through our Lord Jesus Christ.

2. Physical: The physically disabled need the Christian physician; also wholesome food, shelter and raiment. Especially is a home-shelter for follow-up work a necessity.

3. Mental: The mentally diseased need the careful and sympathetic attention of a psychopathic diagnosis and treatment.

4. Industrial: The unskilled need an opportunity to learn a productive trade and thereby to obtain permanent employment. They then cease to be a menace to the industrial order.

5. Social and Recreational: These men need the movies and other entertainment; also something more. They need to have their longings for friendship met. This class feels no more at home in the Y. M. C. A. social life than they do in the conventional church of today. Their special natures are not being ministered to.

V. CONCLUSION

It is to the credit of the organized church that she is undertaking to prevent conditions that breed the slums. She has successfully fought segregated vice and the unspeakable saloon. She will not cease her labors till drug fiends are only a memory; till gambling, the white-slave traffic and prize-fighting are suppressed. The sweat-shop, the dirty lodging house, the mismanaged jail and a judicial procedure that delays and defeats justice must give way to her persistent attacks. And we predict that in the campaign against these evils the local church, the successor of the rescue mission, adequately supported, manned and equipped just as educational institutions are adequately maintained in their spheres of activity, will have an honorable place.

REPORT OF THE COMMITTEE ON
THE ORGANIZATION AND MANAGEMENT OF
CITY MISSION AND CHURCH EX-
TENSION SOCIETIES

THE COMMITTEE on the Organization and Management

of City Mission and Church Extension Societies reports its stromg conviction of the necessity for a greatly enlarged and unified city program by the Protestant communions in larger American cities. The city with its masses occupied a central place in the message and ministry of Christ. The entire church must now look upon these centers through the eyes of Him who had compassion upon the multitudes when he saw them distressed and scattered as sheep not having a shepherd. We are convinced that the Interchurch World Movement cannot give too much attention to the American City.

The modern city is in a state of flux. All our cities are facing rapid growth in population with which we have not been able to keep pace. The immigrant populations of the first and second generations, who are in the majority in most of the large centers, are not being adequately ministered to by the existing agencies. Certain groups of these people are practically untouched. The influx of Southern Negroes into Northern cities, the rapid shifts of population, the diminishing enrolment of our Sunday schools, the economic injustices and unhealthful social conditions under which the majority of our people in large cities live, the justifiable social unrest and discontent among the workers, the failure of Christianity to inspire and direct the life of the city as a whole, the removal of much of the natural leadership of men and money to t he suburbs, demand a new concentration of Christian effort upon the city. Because of the influence which it exerts upon the life of the country far out of proportion to its relative population, the city, through its newspapers and periodicals, its social and anti-social agencies, its educational institutions and its business enterprises, is determining the future character of America.

Not only does the future of American Christianity depend upon a vastly increased expenditure of effort in the city, but the success of any Christian world program depends upon our winning the control of the entire life of our American cities for Jesus Christ.

I. ORGANIZATION

1. Most of our city organizations came into existence either as "church extension" or "city missionary societies." For this reason many of them are called"city missionary and church extension societies." We hold that this does not make the best psychological impression, because it limits and hampers, in the minds of those who hear or see the name, the scope of the society's activities. We recommend that some such name as "The -------(name of denomination) City Society," or "The Church Union" or "The Executive Council" of such-and-such a city would be a better name.

2. That people who make their living in the city, and live outside the city, have no responsibility for the redemption of the city is a fiction that does not even deceive themselves.

Therefore, the territory of a city society should be, not only the city proper, but also the environs of the city as far out as people generally live, the center of whose business, economic or industrial life is the city. Within this whole territory the city society should be authorized to collect and disburse monies, thus making possible the best service, not only to the congested centers, but also to the growing suburban communities.

3. The city society of any particular denomination should be thoroughly representative;i.e., each church of the denomination should be represented in the membership of the society.

The city society should also be the representative of general denominational movements in the city; for example, it should be the local operating agency of the general board of home missions and church extension in the city.

The city society should be the clearinghouse and articulating agency for all denominational movements within the city, such as evangelism, social service, philanthrophy, religious education; movements for the development of the spirit of connectional life and fellowship, etc.

The city society should also be the instrument for furnishing denominational representation in the Federation of Churches. Therefore, we recommend that a city society should have at least the following departments of activities:

1. Local church extension.
2. Church sustentation.
3. Downtown churches.
4. Work for foreign-speaking peoples.
5. Industrial evangelism and relationships.
6. Social service:Christian settlements, vacation Bible schools, fresh air farms,etc.
7. Religious education.
8. Philanthropic institutions.
9. Connectional life and fellowship.
10. Interdenominational relationships,interchurch relationships.

We hold that there should be only one interdenominational organization in each city, the membership of which in the larger cities shall be appointed by the proper denominational organizations of the city. This body should handle, through properly constituted commissions, all questions of comity and movements and activities that claim interdenominational support.

The Committee on City Mission and Church Extension Societies, recognizing the necessity of seeking to focus the thought of the churches of Jesus Christ in America upon the problems of the storm centers of population, our great cities and metropolitan districts, at this supreme moment

of opportunity in the development of our Christian democracy, desires to express its conviction that a cooperative survey and program, based upon new as well as existing studies of all church agencies, city populations and problems in question, will be of inestimable value in securing additional data that will lead to clear thought, wise decisions, increased budgets, and remarkable results in the operation of all denominational programs already projected.

But besides this, the committee feels that a hearty cooperation (interdenominational) in the project of a careful survey and the formulation of an interchurch program will not only cement all existing interdenominational understandings and adjustments, but will, by its heroic scope and fearless venture, invite the active confidence and ungrudging good will of large industrial, social and educational interests heretofore unaffiliated.

For these reasons the Committee would most respectfully urge all city missions, church extension societies and church federations throughout the country to unite at the earliest possible moment in taking all necessary steps in their own cities for organizing and developing committees and personnel for the proposed interchurch Survey and Program, so that this program may become both a denominational inspiration and an interdenominational power for the transformation of our great congested areas into cities of God.

In conclusion, we have found so much of value and helpful suggestion in this conference, that we recommend that arrangements be made to call such an interdenominational gathering of city society workers annually.

REPORT OF THE COMMITTEE ON THE CITY SURVEY

I. THE APPROACH TO A CITY IN THE MATTER OF A SURVEY

I. Contact will be established in the first place with the official representatives of denominational home mission and church extension agencies functioning in the city, or in a county in which there may be smaller cities.

2. In conference with such official representatives the procedure to be followed in setting up the local Interchurch Survey Committee will be agreed upon. It is important that such local committees include local pastors and laymen.

II. THE AIM AND SCOPE OF THE SURVEY

I. An adequate program. The objective of the Interchurch World Movement city survey is to discover and develop an adequate program for the Protestant churches of the cities of America.

Note.- It is assumed that the inception of this program will naturally lead to participation in and use by the churches of social, industrial, economic and other surveys, so as continuously to disclose facts and conditions.

2. For City mission and church extension agencies. The survey will aim to furnish local denominational city mission or church extension agencies carrying on mission work in the city with the data necessary for an adequate city program, a program to be budgeted in the terms of church buildings, equipment, masses and maintenance, including a specification of leadership required. The survey will cover:

(1) Downtown, immigrant and industrial communities.

(2) Other residential communities.

(3) Exceptional groups.

(4) All existing home mission and church extension projects in the city and denominational programs for new and advance work so far as developed.

3. For all churches. In recognition of the fact that the church can only fulfil her task in the city by bringing every local church to the maximum of service, and through the coordination of the interest and effort of all the churches as over against the city's need, the Interchurch World Movement in the city survey will aim also:

(1) To have each local church, self-sustaining as well as aid-receiving, make a study of its own neighborhood, its own organization and work, in order to raise the standard of its service.

(2) To have the churches individually and as a group take account of the economic, social and civic conditions in the city in order that the Christian forces may better cooperate in the building up of a Christian city community life and a Christian social order.

(3) To study the social and religious agencies at work in the city, with a view to securing unity of purpose and the largest measure of cooperation.

III. METHOD OF SURVEY

1. Local committee. A local committee will be organized as suggested above. Where necessary, the services of a director for the survey should be secured. For the metropolitan areas a director will be appointed by the Interchurch World Movement.

2. Denominational classification of projects. Each local denominational agency will prepare at once and submit to the

Survey Committee a preliminary classification of all the churches of the city of that denomination, listing same on a sheet to be furnished, under the following classifications:

Class 1. Aided churches, which, with proper promotion, may come to adequate self-support within five years.

Class 2. Aided missionary enterprises which, without reference to prospects of self-support, may with proper development occupy a position of strategic importance in the service of an exceptional community, such as a church in a congested downtown or immigrant community.

Class 3. Problematical churches where uncertainties of population, of industry or other factors raise a question as to the failure. This class will include among others, churches which ought to be transferred to other denominations or abandoned.

Class 4. Self-sustaining churches which, with new equipment, added leadership and maintenance, would greatly increase their service to the community.

Class 5. Other self-sustaining churches.

3. Statement of present denominational programs. In those cases where the denominations have more or less mature programs for the development of existing projects or the entering of new fields, it is deemed highly important that these be offered for consideration and discussion.

4. Preliminary mapping of the city. Large wall maps will be prepared. It is desirable that at least three maps be made.

(1) Showing the location of all churches, synagogues and Christian agencies, with key. (Interchurch World Movement will furnish standardized legend.)

(2) Showing the areas in which recent immigrant populations and other special populations are predominant. That map will also show the present movements of such populations. The same color designations will be employed in all cities, according to a scheme to be furnished.

(3) Showing the industrial concerns of the cities and industrial populations.

5. Districting the city. District the city according to natural local and neighborhood conditions for the purposes of survey and cooperation. In large cities secure a local committee and director for the survey in such districts. The boundaries of these districts should conform with census units to be used in the next census.

6. A study of the local community and the local churches. In the different neighborhoods and districts of the city the following studies will be made through the churches:

(1) A population census, with a tabulation of the facts secured, such as racial, religious, economic, etc.

(2) The social problems and social agencies in the neighborhood or district.

(3) A study of the local churches and their contracts with the neighborhood and the city community as a whole, including:

a. The church building and its equipment.

b. Memberships, organization, staff, and budget for maintenance and benevolence.

c. Religious education.

d. Community service: (to the neighborhood, city, state, nation and wider world).

e. Worship and the pulpit. Recruiting.

f. A program for the future and a summary of needs, budgeted in the terms of building, equipment, and maintenance, including leadership.

7. Church relations to the larger life, There will also be made a study of the churches in their relations to the larger life of the city, community and some of its special problems, to include:
(1) The present interchurch organizations of the city.
(2.) The methods by which the churches thus organized are related to the civic, educational, philanthropic, recreational, industrial, labor and other organizations of the city.

(3) Studies in social problems of the city in which the churches have or should have special interest.

While much thought was given to the setting up and taking of the City Survey but little progress was made during 1919. Most of the work done in this department was begun following the Atlantic City Conference and as a consequence little if any of the data gathered was available for assistance in budget making.

AMERICAN EDUCATION SURVEY

At an Executive Meeting held May 1st, 1919-
"It was voted that Messrs. Kelly and Cory be appointed a committee to go over the report of the Education Conference and present same to Executive Committee for recommendations."

Executive Committee
May 8 -1919.

Dr. Cory presented a report of the Education Conference. Telegram was presented from Dr. Kelly, asking that this report be approved at this meeting, because they would start to make survey on the basis of this report. Upon motion it was voted thatthis report be accepted as the basis for the educational survey.

The report is as follows:-

REPORT OF THE EDUCATIONAL SECTION OF CLEVELAND CONFERENCE

Dr. Sheldon, Pres. Council of Church Boards of Education, Chairman; Pres. Crooks, Alma College, was chosen Recording Secretary.

A preliminary statement was made by Dr. Kelly, Director of the Educational Survey, at the conclusion of which he proposed certain "general requirements" for consideration of the Executive Committee. With slight verbal modifications, they were unanimously adopted and are as follows:-

1. Agencies will be included in the Movement as they demonstrate through the results of the survey that their organization, institution and spirit are such as to insure the training of leaders for Christian service.

2. Agencies will be included in the Movement as they demonstrate through the results of the survey that they have a field and a constituency.

3. The definition of the efficient college made by the Association of American Colleges will be recognized as the present statement of educational standards, to which standards recognized colleges should immediately conform or be brought as speedily as possible.

4. Theological schools may be recognized which are shown to be distinctly contributing to the Movement and to maintain such educational standards as are approved by the Council of Church Boards of Education.

5. Junior Colleges, Secondary Schools, and Training Schools, may be recognized which are shown to be distinctly contributing to the Movement and to maintain such educational standards as are approved by the Council of Church/or Boards Education

---

6. Increased provision should be made through the Boards of Education for continuing and developing the work of training for Christian Life and leadership the students in the tax-supported institutions.

7. Endowments as well as current expenses for the Boards of Education and the institutions may be included in the financial campaign upon the recommendations of the several denominations; the amounts of endowments to be secured by progressive steps, and to be determined in general as colleges conform to the several classes designated in the definition of the efficient college.

THE COMMITTEE ON AMERICAN EDUCATION APPOINTED BY GENERAL COMMITTEE-SEPTEMBER 24-26-REPORTED AS FOLLOWS:

1. The Committee desires to place emphasis upon the purpose of this Division, already frequently stated by its director; namely; to interest itself primarily in those agencies which are actually contributing, or should be equipped for contributing, to the development of Christian leaders, Laymen as well as ministers and missionaries; and to express its great hope that the efforts and influence of this Division may lead our Christian educational agencies and institutions to endeavor more faithfully to fulfill the trust reposed in them by their founders, and more zealously to safeguard in every way the moral life and the Christian faith of our young people in the various types of educational institutions.

2. The committee recommends that the General Committee request the Council of Church Boards of Education to appoint a committee of five, to study the data that shall be assembled in the survey and to act in advisory capacity where questions of comity and cooperation shall be raised, This committee shall be authorized to call in experts as may be needed. Such advisory committee shall be authorized also to consider the question of comity and cooperation upon its own initiative. In all such cases the committee shall have the power of recommendation only, and such recommendations shall be made to the respective denominational Boards of Education through the Council of Church Boards.

3. The committee is impressed with the magnitude of the task and asks the General Committee to order adequate funds to carry the work to successful completion, both in the offices and innthe field.

4. The committee nominates Dr. John W. Hancher as its representative on the Committee on Budget.

John W. Hancher, Chairman.

The American Education Survey was fortunate in having the report of the Association of American Colleges on the minimum requirements of a standard college on which to base their questionnaires.

---

72 missing

CURRICULUM or PROGRAM OF ACTIVITIES
ORGANIZATION AND ADMINISTRATION
SUPERVISION
TEACHERS AND OFFICERS
FINANCE
RELIGIOUS EDUCATION IN THE HOME
RELIGIOUS EDUCATION IN THE COMMUNITY
DENOMINATIONAL AND INTER-DENOMINATIONAL AGENCIES.
RELIGIOUS EDUCATION OF SPECIAL GROUPS

Racial	a.	Negroes
	b.	Foreign Speaking Groups
	c.	Indians
Defective and Dependent	d.	Blind
	e.	Deaf
	f.	Other defectives
	g.	Orphans
Delinquents	e.	Detention homes
	f.	Institutions of Correction

3. SPECIAL STUDIES.

Some reorganization of the state and county councils and executive committees which have been set up for survey work will have to be made to include representatives of the Department of Religious Education, in order that the surveys can be made.

The plan of securing survey data has been worked out on the 'sampling' method which is scientifically accurate but economical as to cost.

4. The goal of the survey will be to assemble the facts as to Religious Education throughout the country and to present an adequate and standardized plan and program of religious education for the home and the church and community.

5. We recommend:-

a. The approval of the outline for the proposed survey of the American Religious Education Division, including its organization Method.

b. The readjustment of the Membership of the State and County Survey Councils in such manner as to provide an adequate representation of denominational and inter-denominational Sunday School interests and to give Religious Education representation upon State and County Executive Committees equal to other interests.

The Committee nominates its Chairman to represent it upon the Budget Committee.

Frank L. Brown, Chairman.

This division set about creating a standard to guide local churches and committees in surveying conditions and building program of religious education and in testing the results of such work. The division also spent much time in training man and women for the task of making the survey. As a consequence of this preliminary work the active survey was not begun until in the early Summer of 1920. However, the thoroughness with which this survey was undertaken and method of approach together with the beginning of a standard plan of survey was a valuable contribution to the denominations.

HOSPITALS AND HOMES

A division of the American Hospitals and Homes were organized August 15th, 1919.

The Committee on Hospitals , Homes for the aged and homes for children reported at the General Committee meeting at Cleveland, Ohio, September 24-26th as follows:

1. The Department plans to investigate, classify, and ascertain the needs of these institutions; also to produce a budget necessary to bring them to the required standard of efficiency.

2. The Director of this Department(or Division) being the president of the American Protestant Hospital Association, hereby announces that the Association has voted endorsement of, and co-operation with, the financial and spiritual objectives of the Interchurch Movement.

3. There are 7,000 hospitals and approximately 13,300 institutional homes in America, of which one-half belong to the Roman Catholic Church. We have already listed 1500 hospitals and homes which seem rightfully to claim an interest in the Interchurch survey. Research workers are daily discovering new institutions.

4. One objective of the survey is to determine whether the Church is doing its full duty in providing medical treatment and nursing for the helpless sick; to survey needy fields where no institutional provision has been made, and aid in the location of hospitals and homes where conditions require them most.

5. Your Committee asks endorsement of the following:

a. Regarding hospitals, that we adopt the "Standard of Efficiency" recommended by the American College of Surgeons, with reference to buildings and architecture, equipment and operation, and including staff and nurses' training schools.

b. That encouragement be given to the establishment of training schools for hospital executives. With one possible exception, there are no schools of this kind under church management.

c. That standards for old peoples' homes should include comfort, safety and hospital provisions; and that all such institutions should receive as residents those who need them most.

d. That care be given to the establishment of denominational and interdenominational homes for returned and retired missionaries, and foundations for the care and home life of missionaries' children.

e. That standardized homes, for children include ample out-of-door life, and spacious play-rooms, mental, moral and physical training, and persistent medical care.

6. The Committee names Dr. Frank C. English as member of the Budget Committee.

MINISTERIAL SUPPORT PENSIONS AND RELIEF.

The Committee on Ministerial Support, Pensions and Relief, reported at General Committee meeting at Cleveland, Ohio, September 24-26th as follows:-

1. This Division of the Interchurch World Movement will furnish a working basis for the Christian Church to provide adequately for its ministry, and especially for the aged minister who has been well called "The Church's Forgotten Man"--not that he has been entirely forgotten, because most of the denominations have plans for his support and some have made considerable advance during recent years. In all Churches the same conditions are found; long and expensive preparation, entrance into the ministry late in life as compared with other professional and business men, inadequate compensation, early retirement and meager provision for old age.

2. Salaries paid ministers were never relatively so inadequate as now, when day laborers receive greater compensation than most of the pastors, and living is so expensive. But earnest and skilful propaganda for higher salaries must not be on general conditions, but on a careful actuarial survey, checked by reliable denominational reports, showing what each pastor in America receives. A minimum salary might then be suggested for the different groupings and urged on the churches.

3. While denominational plans for ministerial pensions and relief vary greatly, gradually the annuity or pension based on years of service is displacing the charitable gift based solely upon need.

The survey and its proper analysis will be difficult, but when made will show not only what has been done, but also will indicate the most approved plan, and help all the churches to establish wise and equitable principles which have stood the test of experience amid the various conditions of local groups, conferences, conventions, and dioceses at home and abroad. By patience, work and skill, accurate data will be secured and a program developed which will make a large appeal to all who love the king and the King's business.

4. Briefly stated the aims of this division are:-

To pave the way to secure adequate compensation for every minister of the Church.

To arouse the Church to an appreciation of the fact that an adequate support inheres in the office of the Christian ministry and is not invalided when the minister is retired.

To help the Church to make sufficient provision for the minister who on account of the disability or old age has been forced to retire from labor and from income, and the widows and orphans of ministers, so that they may be cared for in a manner and with a certainty never possible in the past.

To render the fullest and most helpful cooperation with the denominations in the accomplishment of these ends.

5. The definite plans of the division to meet these aims are:

A survey of ministers' salaries of all Churches as secured through section 12 of the Home Missionary Survey, showing what each Minister receives.

Checking these results with the official reports of the several denominations.

The proper groupings of related churches under proper geographical or racial conditions.

A study of Pension and Relief plans, of the churches, and making an actuarial accounting of the entire financial obligations and assets.

The bringing together of the facts and programs, and presenting to American Protestantism a financial and educational program that will effectively solve this problem.

Joseph B. Hingeley
Chairman.

In October 1919 a division of Ministerial Support, Pensions, and Relief was organized.

OTHER SURVEYS.

In addition to this the survey department had begun the survey of migrant groups, new American groups and Negro groups. The work accomplished by these various survey organizations which have been spoken of above will be treated later. (See Chapter on Extent of Movement and on Conservation of Results).

HOME SURVEYS

The Committee on Home Surveys reported at the General Committee meeting at Cleveland, Ohio - September 24-26th as follows:-

The Committee on Home Survey recommends the passage of the following resolutions:-

1. That the Home Missions Division of the Survey Department be advised to call a conference of the heads of Home Boards, including Extension Boards or Societies, for consultation relative to the details of the Survey, especially as they affect principles of comity and cooperation.

2. That it is the understanding of the General Committee that the Survey in territory where certain denominations work through self-supporting bodies,-(that is, synods, state conference, and so forth)-shall be prosecuted as elsewhere, leaving to each denomination the determination of the unit to be responsible for the administration of the work.

3. That the Home Missions Division of the Survey Department arrange for a national approach to any phase of the work or groups not likely to be included in the city and county surveys, such as construction camps, migratory laborers, etc.

C. E. Burton, Chairman.

CONFERENCE HOME MISSION BOARD SECRETARIES

On Saturday, October 4th, 1919 there was a conference of Home Mission Board Secretaries for the purpose of discussing the plan and program for the Home Missionary Survey of the Interchurch World Movement. The following docket was presented by R. E. Diffendorfer and accepted as the basis of discussion:

1. What churches or church projects should receive aid?
   (1) Equipment
   (2) Maintenance or sustenance

---

(3) Workers needed
(4) Policies involved.

2. Shall Interchurch budget include budgets of city, district, state or other divisional offices?

3. What principles will apply for the occupying of new fields or taking up of new work?

4. What shall be done with the cases of overlapping?

5. What shall be the form of the program sheet?

6. How far can we indicate urgency of need?

The conference adopted a series of papers which were sent out to the Churches for their approval or modification as might be found necessary. Those papers are as follows:

PAPER A.

HOME MISSION SURVEY AND PROGRAM.

I. A Statement of Principles and a Classification of Projects.

Principle A. Purely Missionary Responsibilities.

Church projects in fields where a given church is wholly or chiefly responsible for religious and social life, which can be made to meet adequately these needs along lines of worship, religious education and community service and where adequate aid must be given on a purely missionary basis.

Class I. Home Missions outside of continental United States; such as the West Indies, the Bahamas, and the Hawaiian Islands.

Class II. Established types of home missionary work; such as (1) Indian; (2) Negro; (3) Alaskan; (4) Highlanders of the South; (5) Isolated rural communities and newly developing frontier fields; (6) Foreign speaking fields - such projects as are missionary in character.

Class III. Purely missionary work in city and rural fields in specialized forms; such as (1) Recent immigrant peoples; (2) Industrial groups; (3) Downtown transient polyglot masses.

Principle B. Urgent Home Base Opportunity Situations Where Aid is Necessary.

Church projects upon which the community is dependent for religious and social life, which can be made to meet those needs adequately, but where local constituencies cannot provide the kind of program needed now in order to place the church within

the five-year period on a basis not only self-sustaining, but able to give support to world evangelization in financial aid, spiritual life and Christian leadership.

Class IV. Providing rapidly growing frontier fields with necessary equipment and pastoral care.

Class V. The development of the rural church by providing adequate equipment and trained leadership.

Class VI. The development of strategic suburban and city fields by providing aid needed for building new churches.

Class VII. The supplementing of salaries of pastors and staff workers where the strength of the future work depends upon the immediate placing of adequately trained leadership in the field.

Principle C. Special denominational Obligations.

Special projects which the denominations must undertake in order to meet their missionary obligations.

Class VIII. Development of Home Mission leadership.

(1) Care for religious life of students, especially at non-denominational educational institutions.
(2) Aid in recruiting Home Mission workers, especially among high school, college, university and seminary students.
(3) Provide special training for workers already in service.
(4) Provide scholarships for the specialized training of leaders for Home Mission Work.

Class IX. Evangelism.

(1) Special traveling evangelists.
(2) Training ministers to be pastor-evangelists.
(3) Training Lay membership in personal evangelism.

2. A Statement of Program.

The term "church projects" as used in the "Statement of Principles" does not mean necessarily a church building, but is made to include any one or a combination of two or more of the following items of program. The term "church" includes all buildings used for church work, such as a neighborhood church, mission church, parish house, a building for students at an educational institution, or any other material of equipment required to provide an adequate program along lines of evangelism, religious education and community service.

(1) A new church in an entirely new field.
(2) A new church in a field already occupied, but where present building is totally inadequate and must be entirely ignored in the new building plan.

(3) Present church remodeled to care for an adequate community program.
(4) A parsonage in cases where lack of the same is hampering the church program and which cannot possibly be built without outside aid.
(5) Sufficient pastoral support over a period of from three to five years in places where, because of increased efficiency in leadership, the church or station will come to self-support in that period of time.
(6) Adequate maintenance for missionaries and workers trained for a program of evangelism, religious education and community service, in fields purely missionary in character, such as: West Indies, Hawaii, Alaska, etc; foreign speaking industrial groups, downtown transient polyglotmasses; isolated rural communities; English-speaking working peoples.
(7) Provide for continuation schools among mission peoples such as Negroes, Mexicans and Highlanders.
(8) Adequate provision for a trained Home Mission Leadership.
(9) Adequate provision for evangelism as a home mission policy.

3. Principles to Govern Interdenominational Relationships.

(1) To occupy adequately all the unchurched territory and to reach all the unchurched groups in Home Mission territory as outlined above.
(2) To develop to an efficient basis all approved projects now below par.
(3) In established communities, work out a plan for the most economical use of men and money and at the same time minister adequately to the spiritual needs of the people.

PAPER B.

The Principles adopted by the Conference.

After careful and somewhat protracted deliberation the following guiding principles were approved for application in the allocation of responsibility for work by the different denominations:-

(1) Adhere strictly to fundamental document. (This fundamental document contains the original plan proposed in 1918, which distinctly stated that no attempt should be made to merge or obliterate denominations, and that the objects in view are (a) to make "the spirit of Christ all controlling in as many individual lives as possible," and (b) also to make the spirit of Christ "all controlling in as many of the community relationships of life as possible.")
(2) Refer all cases of over-lapping to denominations concerned without recommendations.
(3) Promote joint enterprises under denominational

Boards only as rare exceptions.

(4) Occasional ministry by any cooperating denominations to small groups of adherents of that communion not to be regarded infringement on the one hand nor as occupancy of fields on the other. It is hoped that such groups will support the community church as experience shows may be expected.

(5) Provision for affiliated or associate membership for devoted adherents of denominations unrepresented in the community to be encouraged, so far as consistent with their denominational polity.

(6) Ordinarily a community of four hundred persons and over should have a resident pastor. Small communities, remote from centers, to be served regularly by neighboring churches, assistant pastors being provided where needed, the endeavor being to set up practicable circuits where Sunday School or preaching services or both may be conducted. Where there is more than one church at a center the effort should be to organize as many circuits as there are active churches, without overlapping.

(7) Where but one circuit is feasible and unless other factors are determinative, such circuits should be allocated to the denomination whose local church is best able to provide ministry.

(8) Where communities are destitute of wholesome recreational facilities and other needed community service, the church should endeavor to provide such facilities, if there be but one church, and to promote movements for their provision where competing churches make actual provision by one impracticable.

(9) Where it is clear that more than one phase of community service is needed, effort may be made to divide responsibility among the churches.

(10) Where more than one denomination desires to enter a field or provide a phase of service the committee on allocation shall seek to equalize the allotments throughout the state in conference with the denominations involved.

(11) In view of the constant change of population, the ease of transfer of affiliation and the provision for associate membership, time and effort will not be expended at the outset in canvassing fields for denominational preferences, but it is suggested that after a number of months of trial the several state superintendents or authorized agents study the situation in the state with a view to such readjustments as may appear desirable.

(12) Fields unsought by any denomination shall be assigned to the denomination best able serve them and, if determining factors are wanting, initial responsibility as above shall be assigned to each denomination for its share of such fields on the basis of relative strength in the state as determined by the number of communicants.

Allocations of Responsibility.

One of the most unique features of the Conference at Helena was the time when a representative of each denomination, after conference with his colleagues, and speaking for them, stated what his denomination desired to do in the state, naming in detail the cities, towns and areas in which it proposed to continue and develop its work. At this time each denomination with utmost candor revealed its hopes and plans. Thereafter the Conference undertook to make definite assignments of responsibility to the several denominations for work in specified places and areas. These allocations were grouped under the following heads:-

Places and areas requested by but one denomination.

Naturally these places so requested were assigned to the denominations desiring them. Thirty-nine different places, or areas, were thus assigned. The advantage derived from this assignment arises from the clear and full understanding which each denomination has of what the others propose to do. Secret diplomacy and blind, uncorrelated action, are thereby avoided.

Places and areas requested by more than one denomination.

Here thirty-nine places and areas were involved, in some instances two denominations desiring undisputed occupancy of a field, in other cases even three and four applying for the same area. These places were dealt with in three ways:- (a) Sometimes a closer definition of the area revealed the fact that one denomination had rightful claims upon but a single community, while another denomination might legitimately cultivate the rest of the area; (b) In some instances it was straightway recognized that one denomination should yield to another because of the latter's priority of occupancy, or because of its continued and successful cultivation of the field in question; but (c) Perhaps the majority of the cases were referred to the responsible denominational agents for further investigation of the conditions involved, and of the rights and equities in each case. This last disposition of the cases, although deferring decision, placed definite responsibility upon individuals, and disposed them in the spirit of fairness and justice to have due regard for each other's claims.

Places unasked for by any denomination.

When the entire state was brought into review, it was recognized that many communities and areas had, either altogether inadequate religious privileges, or no religious priviliges whatever. Twenty-nine such communitied were specifically reported, and these were all assigned to the responsible care of some denomination for the conduct of suitable home mission work.

Under these three heads one-hundred and seven different areas were considered, and were assigned to the co-operating denominations. These areas differ in size, and cannot be

compared one with another, and yet they all have in common that spirit of fellowship,of mutual understanding, and of cooperation which views the home mission work of the great state of Montana from a common point of view and a common strategy, that of allies, who seek each to work with the other and each bring in its share of the common achievement.

PAPER C.

UNCHURCHED COMMUNITIES.

Suggested factors for consideration in recommending responsibility for unchurched communities.

1. The population. It is our judgment that there should not be, under ordinary circumstances, more than one church for one thousand Protestant population.
2. The religious preference of residents in the community as shown by the survey and the population census.
3. Geographical facts.
4. The ability, in men and money and supervision, of the denomination to place a resident pastor.
5. The equitable distribution of responsibility among all denominations.

PAPER D.

PROCEDURE IN CASES OF OVER-LAPPING.

1. That the democratic principle of local self-determination be followed as far as possible.
2. That depending upon the denominational connections of the churches in a given community, we recommend:
   (1) As preferable, the formation and maintenance of a single denominational church and the uniting of churches in the preferred denomination.
   (2) A federation of denominational churches with the maintenance of their denomination connections.
   (3) The entire withdrawal of one church from a field and a reciprocal exchange of an equivalent opportunity in some other community to the denomination which withdraws.
3. That the development of a given church by an adequate program and ministry be taken into consideration.

It was proposed at this meeting that a National Council of Review be formed by the Home Mission agencies for the purpose of passing finally on these papers and also for the purpose of

---

determining on the budget and other matters of importance, with reference to the Home Mission Survey. It was voted that this National Council of Review should hold its first meeting in December 1919.

WORLD SURVEY CONFERENCE.

The World Survey Conference was held at Atlantic City January 7-10th, 1920. About 1700 of the outstanding religious educational and social workers of America assembled at this conference. The various survey groups presented what was known as the preliminary survey. Also what was considered a tentative budget of askings for the first financial campaign in which the Interchurch World Movement was to engage. At that conference the Committee of World Survey Program and budget reported as follows:-

REPORT OF THE COMMITTEE ON WORLD SURVEY PROGRAM AND BUDGET

Committee

Professor E. D. Burton, Chicago, Ill., Chairman
Mrs. John S. Allen, New York
Dr. Stonewall Anderson, Nashville, Tenn.
Dr. A. W. Anthony, New York
Dr. James L. Barton, Boston, Mass.
Miss Belle H. Bennett, Richmond, Ky.
Mrs. F. S. Bennett, Englewood, N. J.
Dr. F. W. Burnham, Cincinnati, Ohio
Dr. C. E. Burton, New York
Bishop James Cannon, Jr., Blackstone, Va.
Dr. W. E. Chalmers, Philadelphia, Pa.
Dr. William I. Chamberlain, New York
Bishop George W. Clinton, Charlotte, N. C.
Dr. S. J. Corey, Cincinnati, Ohio
Cyrus S. Eaton, Cleveland, Ohio
Dr. D. D. Forsyth, Philadelphia, Pa.
Dr. William I. Haven, New York
Dr. Hubert C. Herring, New York
J. W. Kinnear, Pittsburgh, Pa.
Miss Kate G. Lamson, Boston, Mass.
Marion Lawrence, Chicago, Ill.
Mrs. William F. McDowell, Washington, D.C.

John T. Manson, New Haven, Conn.
Dr. John A. Marquis, New York
Dr. Wilton Merle Smith, New York
J. H. Mohorter, St. Louis, Mo.
Dr. Frank Mason, New York
Dr. F. W. Padelford, Boston, Mass.
Rev. C. H. Parrish, Louisville, Ky.
Mrs. Henry W. Peabody, Beverly, Mass.
Dr. H. O. Pritchard, Indianapolis, Ind.
Dr. Egbert W. Smith, Nashville, Tenn.
Dr. Robert E. Speer, New York
James M. Speers, New York
President J. Ross Stevenson, Princeton, N. J.
President George B. Stewart, Auburn, N. Y.
Dr. Charles R. Watson, Philadelphia, Pa.
Mrs. W. C. Winsborough, St. Louis, Mo.

1. OUTLOOK FOR THE FUTURE.

We desire, first of all, to express our belief in the Providential character of the Interchurch World Movement. We gratefully note its origin, its growth, its widening areas of usefulness, and, above all, its spirit of devotion to the advancement of Christ's Kingdom throughout the World.

In spite of mistakes necessarily incident to inaugurating an unprecedented movement of so extensive character, and in spite of the many unsolved problems and even perils that must yet be faced, we are confident that the Movement is of God and that, under Divine guidance and with the Christian cooperation of the Protestant forces of America, errors will be corrected and difficulties overcome.

We are impressed by the response of the great organizations which have entered into this united endeavor to win the world for Christ. That 140 different boards representing 34 Protestant denominations, covering the entire range of Christian activity, should affiliate themselves for studying, planning and accomplishing their tasks, we consider to be one of the most glorious achievements in the history of the church, the proper and inevitable response of God's people to the appalling needs of our age.

Since there is no other agency of the churches, as at present constituted, capable of undertaking the task forced upon us by the present world situation and outlined by the Interchurch World Movement, this organization was called into being.

We believe the time is fully ripe for such unity of action on the part of united Protestantism, that, without attempting to solve the problems arising from divergent and conscientiously held points of view in matters of doctrines and policy, the churches are ready for a common program of activity.

The ideal of the whole church facing the whole task appeals

to us as scriptural and practicable. It is a conception full of dignity worth and power. In our opinion, this ideal must appeal more and more to the forward looking men and women of our churches of all names and connection.

Profoundly grateful for what has already been wrought in bringing the Movement to its present position of prominence we cordially invite such Christian bodies as have not already taken favorable action to cooperate in a movement which offers the promise of presenting a church undivided in its purpose and plans to make Christ regnant throughout the nations.

II. BASIS OF BUDGET CONSTRUCTION

While recognizing that the survey presented to this Conference is, of necessity, incomplete and subject to revision and amendment, we yet record it as our conviction that the total amount of the budget indicated is amply justified by the present need of the various fields surveyed, by the latent capacities and the great superhuman resources of the Christian church, and by the evident leading of the Spirit of God in national and world events.

In determining the final budget for the campaign of 1920, however, it is recommended that the following process be followed:

1. That each item in the total referred to in the Grand General Summary as "Total allotted to Boards --General" in the General Budget presented by the Survey Department of the Interchurch World Movement, be retained, modified, or eliminated according to the following test, namely, that it is a budget item of a regular, national, denominational organization and that it has been approved by such organization, viz, by a denominational forward Movement, when such exists, and has authority to approve a budget, or, when none such exists, then by a recognized national denominational board of home or foreign missions education, or philanthropy, provided, however, that in the case of philanthropic agencies the method indicated in the resolution on that subject may be followed.

2. That in the case of any item which has not previously received the approval of such a national, denominational organization, such approval be secured or the item eliminated.

3. That the Survey Department, through processes which it will, in consultation with the Cabinet, determine, be instructed by the General Committee to check with the appropriate board each item in the budget presented to the Conference.

4. That the General Committee be asked to appoint a Board of Review, not necessarily confined to its own mem-

bership, which shall pass upon all these items as checked and the total after its completion. No item shall be finally included or excluded without the consent of the board of whose budget it belongs.

5. That this total as checked and approved by the Board of Review be presented to the Executive Committee for authorization as the Campaign Budget for 1920.

III. UNION AND INDEPENDENT AGENCIES

The problem connected with the definition and classification of union and independent agencies and the relation which these agencies should sustain to the Interchurch World Movement is one of peculiar difficulty. We believe, however, that the agreement reached at the meeting of the General Committee of the Movement in Cleveland in September, 1919, should be loyally sustained. This agreement limits the participation of independent or union agencies in the Interchurch Movement to such amounts as the denominational agencies may be willing to add to their respective budgets. We recommend that this arrangement entered into by common agreement be adhered to. At the same time we express the hope that the way may be left open in the future for a careful and sympathetic study of these union and independent agencies, so that if there are ways in which those which have a distinct Christian purpose can, with the approval of all the bodies involved, be allowed to participate, this may be brought about.

IV. UNOCCUPIED FIELDS

In view of the urgency of the need of an enlargement of the plans and work of the churches in caring for the tasks not yet undertaken, it is recommended that for the first year the items for unoccupied fields or unallotted special types of work both at home and abroad may be included in the budget, if taken up and included by denominations in their denominational budgets, and that the Home Mission Council in the home field and the Foreign Missions Conference(the Committee of Reference and Counsel) in the foreign field and the Associated Women's Agencies assume responsibility for securing the performance of these tasks by denominational Boards, and these agencies are requested to consider at once the responsibility here involved. Any action taken under this paragraph is to be in harmony with the action of the General Committee at Cleveland.

In the case of the American Education Division and the American Religious Education Division, and of items for new work presented in their budgets, the same principles shall prevail. The Council of Church Boards of Education and the Sunday School Council of evangelical denominations, or its successor, shall assume the analogous responsibilities.

It is recommended that each participating missionary board be requested to include in its first year budget a number of missionaries and an amount of money for new work in unoc-

oupied areas; that the determination of the particular field to be entered be a matter in which the guidance and approval of the Home Missions Council in the home field and the Foreign Missions Conference(Committee of Reference and Counsel) in the foreign field shall be sought; that during the year the Survey Department of the Interchurch World Movement undertake a special study of the unoccupied areas, and that the results be placed at the disposal of the Home Missions Council and the Foreign Missions Conference (Committee of Reference and Council).

Recognizing that the limitations of time may prevent the taking of the necessary steps for the inclusion in the Interchurch World Budget of 1920, of many forms of work discovered and approved by the surveys, we recommend that the Interchurch World Movement take measures to present these unoccupied fields and unallotted types of work at home and abroad, together with the supporting evidence, to the church as a part of the church's ultimate task, with a view to enlarging the church's vision of its task and to showing how existing needs reach beyond the budgets presented.

V. PHILANTHROPIC AGENCIES

The Conference places on record its unhesitating conviction that the church of Christ should regard the founding and maintenance of agencies of philanthropy, such as hospitals and homes as among its fundamental obligations. It looks forward to such development of these agencies and to such assumption of denominational responsibility for them as will make it possible to present their claims in a largest and most inclusive way to our constituency.

But the action by the General Committee at Cleveland and the principles under which the Movement is proceeding in accordance with this action, applied to the existing situation of this field, make it necessary that the budget of any philanthropic organization shall be included in the budget of the Interchurch World Movement only by first being included in the budget of a national denominational body except that the budget of any local denominational philanthropic organization which is approved by the demoninational authority of the State, Conference, or other like area in which it is located, may be included in the denominational budget of that area; and it is recommended that this principle be adhered to.

VI. CENTRAL TREASURY

In an early announcement of the purpose and plans of the Interchurch World Movement, it is stated that in the united movement all funds are as far as possible to be sent to the treasuries of the cooperative agencies from their natural constituencies, but in view of the necessity of provision for receiving and distributing funds that might be contributed directly to the movement, there would be maintained a central treasury for such gifts.

Respecting The Central Treasury, it is recommended:

1. That contributions to the central treasury of the Interchurch World Movement shall go automatically to the denomination of which the contributor is an enrolled member or contributing adherent, as indicated on his pledge card.

2. That if the contributor is not a member of any denomination, his contribution remain in the common fund which shall ultimately be divided as elsewhere provided.

3. That any contributor may designate his gift to the common fund, or otherwise, as he elects.

4. That all undesignated monies contributed to the central treasury shall be divided among the participating organizations pro rata with their actual receipts in the coming campaign, final settlement to be made at the end of the year.

5. That in the final settlement the expenses of the Movement be borne by the participating organizations on the same pro rata basis.

6. That for the purposes of convenience it be mutually agreed by the cooperative agencies that the expenses of the Interchurch World Movement, until the close of the present campaign, and for a year thereafter, shall be paid from the central treasury.

7. That it be understood that cooperating agencies which do not present a budget of askings will not participate in any undesignated funds paid into the central treasury.

8. That the treasurers of the various cooperating agencies shall be invited to become associate treasurers of the Interchurch World Movement, and to meet currently to cooperate in determining the financial plans of the Movement.

VII. PERIOD COVERED BY THE BUDGET

While it is recognized that the ultimate decision of the question lies with the several denominations, in view of the impossibility of making an adequate and carefully thought-out five-year program until the comprehensive survey now being conducted by the Interchurch World Movement is completed; and further, in view of the desirability of a united effort on such a program when formulated, it is recommended that except when a denomination shall find it necessary to decide otherwise, the appeal made for funds by each denomination in the coming spring be for the amount needed to meet the requirements of the year ahead, as revealed by the surveys made to date, and that this budget be recognized as the first unit of a carefully formulated

five-year program; the policy followed in subsequent years in the matter of securing pledges for a single year or for a longer period to be determined in the light of subsequent events.

VIII. COMPLETION OF SURVEY, AND RELATION WITH BRITISH AND CANADIAN SURVEYS

We approve the surveys presented as being tentative and as furnishing the basis of information on which the budget has been worked out.

We urge the continuation of the survey work, and the prosecution of a careful and scientific Survey in cooperation with similar Canadian British and Continental Surveys, looking to a complete covering of the fields, the avoidance of duplication, and the supply of information which will make possible the wisest expenditure of funds.

To this end we request the appointment of advising Committees by representative bodies such as the Foreign Missions Conference, the Home Missions Council and other kindred organizations to be associated with the Survey Department in the carrying forward of the surveys, and that, whenever possible, the actual surveys in the foreign fields be made by or in cooperation with agencies representative of all the mission bodies, such as the Continuation Committee in China, the National Missionary Council in India, etc.

It is further suggested that the American members of the Continuation Committee of the Edinburgh Conference and the Emergency Committee of the Cooperative Missions take steps to inform the missionary organizations in Great Britain and the Continent of Europe and the South African and Australian Missionary Conference of the plans and activities of the Interchurch World Movement-- and to consult with them regarding the further development of such forms of international consultation, common planning and practical cooperation as will most conduce to the accomplishment of the World task.

IX. SCOPE OF THE MOVEMENT

The Conference recognizes in the Interchurch World Movement an agency of vast possibilities for good in the development of unity of spirit and practical cooperation among the evangelical Protestant denominations of the United States. Originating, as all such movements must, in a voluntary group, it has been accepted by many of the churches as an agency of the denominations as such. Its aim is, and should remain, not to displace other organizations, denominational or interdenominational, but to facilitate cooperation of the denominations and their efficiency.

For the achievement of this aim, it is recommended that the General Committee of the Interchurch World Movement appoint a committee on the Relations of the Movement to other evangelical Protestant bodies, with instructions to this committee, after conference if possible with these bodies, to report the

measures which in its judgment will secure the largest possible degree of fellowship and cooperation among all these agencies.

It is further recognized that the Interchurch World Movement is not organized for the purpose of administering missionary or educational enterprises, or for determining the policies of the several denominations, but leaves all such matters in the hands of the churches and the denominational or interdenominational agencies recognized by them. In its surveys it confines its service to ascertaining and portraying the facts, to calling the attention of the churches and their agencies to the needs revealed by these facts and to encouraging the churches, through cooperative effort, to work out the problems involved.

The authority of the Movement rests solely in the challenge of the facts it is able to present.

It is therefore recommended that the determination and the initiation of policies for meeting the situations revealed shall be understood to be wholly with the churches and their own regularly constituted agencies.

X. REPORTS TO THE DENOMINATIONAL BODIES

It is recommended that the Executive Committee of the Interchurch World Movement present to the several denominations, at their respective annual meetings, or on request, a full report of the Movement up to such annual meeting or request; in order that the denominations may renew and readjust their relations to the Movement.

It will be seen that this resolution made some very definite recommendations as to budget building and laid down some definite rules as to objectives and how cooperation in the Movement and participation in the budget were to be determined. This resolution made it necessary for the survey department to review considerable amount of its budget making work and to continue negotiations in order to determine what should be finally included in the budget. The foreign mission group reports as follows:

"Following the Atlantic City Conference the Foreign Survey Department was faced with the practical problem of adjusting the budget proposals to accord with the wishes of the cooperating Boards, since it was clearly understood from the beginning that no budget was final until it was approved by the Boards. To facilitate this cooperative process a Board of Review was appointed at Atlantic City.

"The amounts included in the Atlantic City budget for Unallotted Special Types and for Unoccupied Areas reached a total of approximately $40,000,000 for the year 1920. The Board of Review determined upon a principle of allotting this amount to the various cooperating Boards. The details of this allotment were entrusted to the Foreign Survey Department, and required approximately six weeks of laborious correspondence, adjusting and readjusting, compiling and recompiling, and in some cases personal visitation to the Boards before final budgets were completed.

"The final result was the acceptance by the Boards of more than half of the $40,000,000 mentioned above, which when added to the very much increased regular board budgets, gave a total Foreign Mission Budget for the year 1920, at least four times larger than the budget of previous years."

The Budget was finally agreed upon by the Boards and the Board of Review* appointed by the Interchurch World Movement. This budget then became the budget of askings for the Interchurch World Movement Campaign which was to be held in April and May 1920.

The preliminary survey which was presented at the Atlantic City Conference was revised and published in permanent form by the Survey Department. In addition to publishing these volumes the Survey Department furnished a great deal of material for lantern slides and for promotion speeches.*

STANDARDS FOR RURAL SURVEY.

At a meeting of the Rural Survey Supervisors which was held at Atlantic City January 5th to 8th, 1920 the question of Standards for community work was discussed at length; papers were presented covering the following points:-

1. Method of handling survey material with particular reference to its presentation to County and State Councils and Denominational Boards.

2. "Par" in Country Church Work- A suggested Standard of Missionary Objectives -(Standard to Govern Missionary Appropriation to any given field.)

---

*(For additional work of F.M.Dept. see Chapter VII Page 20
* See Chapter VII Page 20

3. Suggested "Par" for a Community from a Religious Standpoint.

4. Tentative Standard for the Organization of Religious work and life in a County.

5. Policies underlying Programizing.

These papers were placed in the hands of the Committee and the following papers were adopted as amended.

PAPER NUMBER 1.

"PAR" in Country Church Work - A Suggested Standard of Missionary Objectives.

(Standard to govern Missionary Appropriation to any given field)

1. A pastor resident within the bounds of this community.

2. A pastor devoting his full time to the work of this community and holding public worship every Sunday.

3. Adequate physical equipment, including

   a. A church building providing an auditorium with a seating capacity approximately equal to the maximum attendance at regular services, and provided with organ or paino.

   b. Provision for social and recreational purposes, including movable chairs and a stage, sufficient to accomodate the largest crowds which are in the habit of assembling.

   c. Separate rooms or curtained spaces for Sunday School classes or departments.

   d. Stereoptiecn or motion picture projection facilities.

   e. A well-equipped kitchen.

4. An up-to-date parsonage.

5. The pastor receiving a total salary of at least $1200 a year and house, with an annual increase within five years up to at least $1800. and house.

(Standard for Local Church Promotion)

1. PASTOR

   1. Church has a resident pastor living within the bounds of this community.

   2. Pastor devotes his full time to the work of this community.

II. PARISH

3. Church works systematically to extend its parish to the limits of the community.

4. Church works systematically to serve all occupational classes in the community and all racial elements which do not have their own Protestant Churches.

III. PHYSICAL EQUIPMENT

5. A church building providing an auditorium with a seating capacity approximately equal to the maximum attendance at regular service, and equipped with organ or piano.

6. Provision for social and recreational purposes with movable chairs and a stage sufficient to accomodate the largest crowds which are in the habit of assembling.

7. Separate rooms or curtained spaces for Sunday School classes or departments.

8. A stereopticon or motion picture projection facilities.

9. A well-equipped kitchen.

10. An up-to-date parsonage.

11. Adequate sanitary toilets.

12. Horsesheads or adequate parking space for automobiles.

13. All property kept in good repair and in sightly condition.

IV. RELIGIOUS EDUCATION.

14. Sunday School maintained throughout the year.

15. Sunday School enrollment at least equal to church membership.

16. Definite and regular attempt made to bring pupils into church membership and the offering of specific instruction in preparation therefor.

17. Provision for teacher training or normal class.

18. Definite provision for training of leaders for church and community work.

V. FINANCE

19. The church budget, including both local expenses and

benevolences, adopted annually.

20. Every member Canvass made annually on the basis of the Local and benevolent budget adopted; all church members and adherents to be canvassed; envelope system used.

21. The budget for benevolence at least 25% as large as the regular current expense budget.

22. The pastor receiving a total salary of at least $1200. a year and house, with an annual increase up to at least $1800. and house within five years.

VI. PROGRAM

23. A definite program of work adopted annually, including (in addition to points mentioned above)

24. A definite assumption of responsibility with respect to some part of the program by at least 25% of the active members.

25. Public worship every Sunday.

26. Systematic evangelism, aimed to reach the entire community and every class in the community.

27. Cooperation with other boards and denominational agencies of world-wide missions.

28. Community service including a continuous and cumulative study of the social, moral and economic forces of the community and a definite program of community cooperation led or participated in by the church.

29. Cooperation with the other churches of the community if any.

30. Definite organized activities for the various age and sex groups.

31. A systematic and cumulative survey of the parish with a view to determining the church relationships and religious need of every family, and such a mapping of the parish as will show the relationship of each family to religious institutions.

PAPER II.

Suggested "Par" for a Community from a Religious Standpoint.

1. One church only to be promoted to every 1000 population in a community, the term "community" to be defined or

understood as the unit of territory and population characterized by common economic or social experiences and interests.

2. A minimum of one church to be promoted to every 2000 population except where the County Advisory Committee deems an enlarged, highly organized, single church better able to meet the needs of particular community of more than 2000 population.

3. The entire area of the community and of any immediately contiguous and accessible "neutral" territory, included within the parish and assigned to the responsibility of some church.

4. No group or class in the community (racial, occupational, social, age or sex) conspicuously unaffected by the church.

5. Resident church membership at least one-third of total population.

6. Sunday School enrollment at least equal to public school enrollment.

7. The frank recognition on the part of all the churches of their common purpose and goal.

8. Cooperation between churches to include definite planning for such evangelism, religious education and community service as can be better done together than separately, in meeting fully recognized needs.

9. Every phase of community interest - such as health, recreation, education, civic, etc., influenced by the Christian leadership of church members.

PAPER NUMBER II.

TENTATIVE STANDARD FOR THE ORGANIZATION OF RELIGIOUS WORK AND LIFE IN A COUNTY.

I. There should be no inhabited area in the county which is not definitely committed to the religious oversight of an evangelical church and which does not receive regular pastoral care of a minister.

II. There should be no racial or occupational group conspicuously unreached by the evangelical churches of for whom no definite evangelistic effort is being made.

III. There should be a county association of evangelical ministers with regular meetings for the discussion of common problems.

IV. There should be a county association of church workers to formulate and carry out uniform plans for Sunday School

promotion, community service, and similar religious interests.

V. There should be a definite interdenominational program for the religious care of inmates of public institutions and no public institution should be left without such care.

VI. There should be a definite and union effort on the part of the churches to initiate discussion and consideration of the problem of community welfare in the county, to take a leading part in the securing or developing of the necessary technical leadership required for the adequate development of the community's life.

PAPER NUMBER IV.

POLICIES UNDERLYING PROGRAMIZING.

1. The primary aim is to bring each church, each community and the county as a whole up to the minimum of efficiency set forth in the standards formulated for them.

   Recommendations, therefore, will be such as will aim to create such standard church enterprises in each community and give assurance of equal opportunity to every individual for the Christian enrichment of life.

2. The order of approach in considering the churches is as follows:-

   a. Churches now receiving mission aid;
   b. Other churches recommended for mission aid;
   c. Self-supporting enterprises requiring outside grants for building or other emergency purposes;
   d. Self-supporting churches capable of further development.

3. Recommendations for missionary aid, either for maintenance or for construction should be kept within reason and should not be unduly extravagant.

4. In making recommendations for outside aid, the local resources should be carefully studied and estimated and their bearing updn recommendations made should be clearly indicated. Grants should always be made conditional - in some cases, on certain sums being raised locally and, in all cases, on the church's carrying out a reasonable minimum program.

5. Care should be taken not to arouse the expectations of local people to an undue extent.

6. All recommendations for interdenominational adjustment must receive the unanimous consent of the proper representatives or Home Mission officials of the denominations concerned before their transmissal to the State Council.

7. All promotion projects not involving interdenominational adjustment should have the unanimous recommendation of the County Council.

8. In determining fields to be promoted, the religious needs of a given community should be studied as a unit, but we should very carefully avoid any predisposition in favor of the village church or of the open country church, we cannot afford to be doctrinaire on this subject.

9. In making recommendations for mission aid, priority ought to be given to Grade A fields to the full amount of their needs. No recommendation of aid should be made for Grade C fields, irrespective of their present missionary status.

10. In Grade A fields, recommendations for grants on salary should be ample enough to keep the minister at the maximum of efficiency. This includes the maintenance of an automobile or other conveyance. In case the pastor has to cover a more than average amount of territory, recommendations may be made for grants on automobile mileage.

11. County Councils should not recommend any duplication of Home Mission aid in a given community where such aid will serve to over-churching included in the minimum standard for a community.

12. In the assignment of the sole responsibility for a given community to any denomination, the understanding is that a standard church shall be maintained.

13. In making recommendations County Councils should bear in mind the importance of bringing approved mission churches to self-support, but self-support should not be attained at the sacrifice of any elements in the standard program.

14. When memorial or other gifts have influenced location, equipment, or activities of existing churches, this fact is not regarded as justifying a prior claim to consideration for continued maintenance or extension.

RESOLUTION REGARDING THE BASIS OF RELATIONSHIPS OF THE INTERDENOMINATIONAL ORGANIZATIONS

The General Committee votes that the Interchurch World Movement shall consist of the representative boards, agencies and institutions directly connected with the Evangelical churches only.

The Committee authorizes the Survey Department to make a total survey of all agencies of Protestantism, so that the

program outlined shall be a total program, and the relation of the Protestant Evangelical Churches to this program.

It is understood that the Movement shall not include more than the Evangelical Churches for the current year; and that at no time shall other agencies be included until all the Evangelical Churches composing the Interchurch Movement shall assent to such an inclusion.

Because of their relationship to the Evangelical Churches we request the members of such interdenominational organizations who are now serving on the General or Executive Committee of the Interchurch to continue in this relationship.

Cleveland, Ohio
Sept. 24, 1919

BOARD OF REVIEW

The Board of Review was a Committee suggested first by John R. Mott Chairman of the Executive Committee of the Interchurch World Movement. The first Board of Review held a meeting at Garden City, December 19-20th, 1919 for the purpose of going over the expense budget of the Interchurch World Movement and also to give consideration to the budget of askings which was being formed. The work of this committee at Garden City had much to do with determining the plans and the course of action and findings of the World's Survey Conference, and as a consequence the actions taken by the Board of Review at this meeting are of much importance.

Following the Atlantic City conference the General Committee made provision for a permanent Board of Review in order that the forthcoming budget might be given proper consideration. The action of the Board of Review following the Atlantic City conference had much to do with the final Interchurch World Movement budget of askings. The various official records with reference to the work of the Board of Review show how budget of askings was finally determined.

At an Executive Committee which was held December 16th, 1919,

> "Dr. Mott stated that it had seemed wise to appoint a small group of men and women, to be called a "Board of Review", to meet at Garden City on December 19th to 21st, to pass upon the surveys and the plans of the Interchurch Movement. This Board will lay down certain Principles which will be brought to the World Survey Conference for discussion and to the General Committee for its guidance in shaping the plans of the Interchurch Movement in the completion of the surveys, publicity and the campaign for life and finances.
>
> It was also agreed to submit the present working budget of the Movement to this Board for their review and recommendation.

FIRST BOARD OF REVIEW

Mr. Robert E. Speer
Dr. Cornelius H. Patton — Foreign Boards
Dr. Charles R. Watson

Dr. C. E. Burton	Home
Dr. Thompson Dr. Padelford	Educational
Dr. Smith	Hospitals
John D. Rockefeller, Jr. Alfred E. Marling A. R. Nicol Prof. Burton Mrs. Peabody	
Dr. W. H. Foulkes Dr. H. C. Herring Dr. S. Earl Taylor D. W. Teachout	Rep. Executive Committee
Dr. A. E. Cory Dr. Fred P. Haggard	Rep. Cabinet

BOARD OF REVIEW

held at Garden City, December 19-20, 1919.

Dr. John R. Mott, presiding.

Friday morning, December 19th 10.00 A.M.

Present: Mrs. F. S. Bennett, Messrs. Charles R. Burton, E.D. Burton, H. C. Herring, A.E. Marling, John R. Mott, A.R. Nicol, Frank W. Padelford, C.H. Patton, Mrs. H. E. Peabody, John D. Rockefeller, Jr. Robert E. Speer, James M. Speers, D.W. Teachout, Charles R. Watson, S.Earl Taylor, A.E. Cory, William Hiram Foulkes, George M. Fowles, Fred P. Haggard, W. B. Millar.

Devotional.

Opening statement by Mr. Mott.

Dr. Mott appointed a committee consisting of Professor E.D. Burton, Dr. Robert E. Speer, Dr. Charles R. Watson, *President W. O. Thompson, Mr. John D. Rockefeller, Jr., Mr. Alfred E. Marling, Dr. Hubert C. Herring, to serve as a sub-committee of the Board on procedure and to formulate guiding principles in determining a budget that would represent Protestant Christianty and that would guide in a proposed campaign.

Dr. S. Earl Taylor exhibited slides, preceding the Foreign survey Division presentation.

FOREIGN SURVEY DIVISION BUDGET

The conference proceeded to the consideration of the Foreign Survey Division's proposed budget, Mr. J.F. Zimmerman, head of the

---

* Absent

Foreign Division of the Interchurch Movement, explaining the procedure of the proposed budget as set forth in volumes distributed for examination.

Dr. F. W. Bible, of the Fields Agencies Branch of the Foreign Survey Division, dealt with the details of the budget processes for the Foreign Fields.

HOME SURVEY DIVISION BUDGET

Mr. R. E. Diffendorfer, head of the Home Survey Division of the Movement, explained the process of budgeting the home tasks, by state, county, city and town, including statements for the following types of work:

New American
Migratory and Seasonable Labor Populations
Indians
West Indies

Dr. Taylor presented Home and Foreign Survey Slides.

Meeting adjourned at 1.10 P.M.

2.45 -Friday afternoon, December 19th.

Dr. Taylor exhibited a general list of slides dealing with the birth and death rates in Berlin in 1913 and during the war; tuberculosis mortality rates for various German cities during the same period; charts of man power and financial resources of various countries, emphasizing and enormous increase of wealth in the United States; slides showing possibility of tithing.

AMERICAN EDUCATION DIVISION BUDGET.

Dr. Robert L. Kelly, head of the American Education Division, explained in general the work of the Division and the budget processes pertaining especially to that work.

AMERICAN RELIGIOUS EDUCATION DIVISION BUDGET.

Professor Walter Athearn, head of the American Religious Education Division, explained in detail the work of that division in a city selected for typical investigations and surveys-Malden. Mass. Various maps and charts were exhibited with regard to the religious nuture of the American child,etc.

HOSPITALS AND HOME DIVISION BUDGET.

Dr. Taylor exhibited slides pertaining to hospital work.

Dr. Frank C. English, head of the Hospital and Homes Division, presented the work of that Division, followed by detailed discussion of the proposed budget.

MINISTERIAL SUPPORT AND PENSIONS DIVISION.

Preceding the presentation of the Ministerial Support and Pensions Division's work, Dr. Taylor exhibited a slide prepared by Dr. Hingeley, head of that division,

showing range of salaries of ministers, etc.

Dr. J. B. Hingeley, head of the division, presented the results of the surveys of that division and gave a detailed explanation of the proposed budget.

SUB-COMMITTEE.

Dr. Mott appointed a committee, consisting of Dr. C. H. Patton, Mr. A. R. Nicol, Dr. C. E. Burton, Dr. William Hiram Foulkes, Mrs. F. S. Bennett, Dr. A. E. Cory and W. B. Millar, to cover certain questions not taken up by the sub-committee appointed.

Prayer by Dr. Patton.

Adjournment at 6.30 P.M.

9.30 A.M. Saturday, December 20

Prayer by Dr. Herring.

Dr. Cory presented outline of the various Denominational Forward Movements with special reference to their budgets.

STATISTICAL DIVISION.

Dr. W. B. Hollingshead, head of the Statistical Division, made presentation of the Statistics.

REPORTS OF THE SUB-COMMITTEE.

The conference then proceeded to the consideration of the reports of the sub-committee first appointed, of which Prof. E.D. Burton was the Chairman and Dr. Charles R. Watson Secretary. This sub-committee presented reports, copies of which, in their revised form, as adopted, are appended, as follows:

Exhibit A: The Necessity of due proportion between the budgets of the various boards and between the amounts designated for the several great divisions of the work.

Exhibit B. Period covered by the Budget.

Exhibit C. Unoccupied Fields.

Exhibit D. Endowments.

Exhibit E. Union and Independent Agencies.

** Exhibit F. Central Treasury.

Exhibit G. Administration.

Exhibit H. Report to the denominational bodies.

-- Adjournment at 1. o'clock.

** After discussion, the sub-committee report marked "Exhibit F. Central Treasury" was referred to a special committee consisting of Dr. Fowles, Mr. Marling, Mr. Rockefeller, Mr. Nicol, Mr. James M. Speers, Mr. Teachout, to be rewritten and presented at the afternoon session.

2.30 P.M. Saturday, December 20th

Prayer by Dr. Padelford

PASTORS CONFERENCES.

Consideration of the question as to whether recommendation should be made to the Interchurch World Movement that the expenses of the pastors to the forty-eight state conferences should be paid. Dr. Cory stated the purpose of the Pastors Conferences and estimated that the railroad expense would amount to between $450,000 and $600,000. Also that it was estimated that there would be ninety percent attendance if the railroad expenses were paid as against twenty-five percent attendance if not paid. (Estimated total attendance 100,000)

Voted to approve the plan as outlined and that the railroad expenses of the pastors to these conferences be paid as far as is necessary.

UNDERWRITING.

Dr. Foulkes made a statement as to the progress of the underwriting of the Interchurch World Movement by the various cooperating bodies.

CRITICISMS OF THE MOVEMENT.

A period was given to discussion of criticisms that have been directed against the Interchurch World Movement.

Dr. Herring mentioned the criticism that was prevalent "that state organizers have proceeded without any adequate consultation of state leaders."

Criticisms of a financial character were considered, especially with regard to the Greenhut Building, Dr. Fowles answered this latter criticism.

Dr. Taylor made an extended statement refuting the charge of extravagant expenditures.

The sub-committee introduced their report on "General Philanthropy" which was adopted, copy of which is appended marked (Exhibit I."

Adjournment at 6.00 P.M.

8.00 P.M. Saturday evening December 20th

Prayer by Dr. Watson.

THE GREENHUTBUILDING

The special committee composed of Messrs. Marling, Rockefeller, Nicol, Speers and Teachout (previously appointed to confer with Dr. Fowles Concerning Central Treasury Resolution) presented the following recommendation:

"We find it is not expedient at the present time to purchase the Greenhut Building; but if the

Movement is likely to need more space, soon, we recommend the rental of the second floor in addition to the other higher floors already rented."

Voted to adopt the above recommendation.

CENTRAL TREASURY.

The above mentioned special committee presented in its revised form resolution covering "Central Treasury" copy of which, as adopted, is appended marked "Exhibit F". This action carried with it the understanding that it was to be referred to the counsel of the Movement.

FOLLOWUP LETTER-WORLD SURVEY CONFERENCE.

Dr. Foulkes introduced a resolution embodying a statement as to the importance of the forthcoming world survey conference at Atlantic City, with the thought that this should be mailed immediately to all who had not accepted the invitation for that conference.

Voted to adopt the resolution (Exhibit J).

CONTINUATION COMMITTEE.

The Chairman announced the appointment of Dr. Speer and Dr. Herring to nominate members for a Continuation Committee of the Board of Review.

The Nominating Committee proposed the following names for the Continuation Committee:

Prof. E.D. Burton.
Dr. C. E. Burton
Dr. Charles R. Watson
Mr. James M. Speers.

Voted to adopt the recpmmendation that these four members compose the Continuation Committee.

At this point Dr. John R. Mott, as chairman of the Executive Committee of the Interchurch World Movement, declared a quorum of the Interchurch Executive Committee to consider nominations recommended by the National Board of Review for their Continuation Committee. (For minutes of Executive Committee see Exhibit K. appended)

After adjournment of the Executive Committee, the National Board of Review continued its sessions.

SURVEY VOLUMES.

Dr. Haggard presented infotmation regarding the three survey volumes to be published by the Interchurch World Movement.

RESOLUTION OF APPRECIATION.

Dr. Herring introduced and moved the adoption of the following resolution:

"The National Board of Review, after two days consideration of the organization, activities and plans of the Interchurch World Movement, places on record its grateful appreciation of the service rendered by its

Executive staff, and in particular the General Secretary, Dr. S. Earl Taylor, and the treasurer, Dr. George M.Fowles. Their clear vision, wise leadership, unfailing courage and sacrificial devotion, have placed the Movement under heavy debt. The Board is also deeply conscious of the fraternal and large-minded generosity of the Board of Foreign Missions of the Methodist Episcopal Church in releasing Dr. Taylor and Dr. Fowles for the service they have rendered, and in freely placing its credit at the disposal of the Movement.

Voted unanimously to adopt this resolution.

FINANCIAL CAMPAIGN.

The sub-committee, to which was referred special aspects of the financial campaign, through its chairman, Dr. Patton, presented its report for consideration. This action, as adopted, is appended, marked "Exhibit L."

BOARD OF REVIEW RESOLUTION (Rockefeller's)

Mr. Rockefeller presented a resolution embodying a statement of the judgment of the National Board of Review as to the plans, expenditures and program of the Interchurch World Movement, copy of which, as adopted, is appended, marked "Exhibit M."

WORLD SURVEY CONFERENCE.

The plan of procedure for the World Survey Conference was considered.

Mr. Marling expressed the hope that the Atlantic City delegates would be exposed to similar influences brought to bear on members of the National Board of Review.

Dr. Herring cautioned against departmental and divisional presentations that would exhaust the attention of the delegates before the concrete point was reached.

Dr. Watson emphasized the importance of a strong spiritual note.

Dr. Herring recommended wise use of hymns.

Mr. Rockefeller suggested it would be well to mention the desirability of a tithing program.

Dr. Speer voiced the danger of the Movement being indentified in many people's minds with a financial campaign so that they will not see all the other elements; also in the impression that the Movement is an attempt on the part of the Protestant churches to mass themselves against the Roman Catholic churches. In this connection he made the point that people should be caused to think of the Movement in a positive and inclusive way.

Dr. Cory stated he thought it would be well to bring out at the World Survey Conference the influence the Movement is having on native groups.

Dr. Foulkes thought it advisable to acquaint the Atlantic City delegates with the progress of the Interchurch idea in Canada.

Mr. Teachout suggested that a period of silent prayer for a few moments at twelve o'clock each day of the conference be arranged for.

Prayer by Dr. Speer.

Adjournment at 10.00 P.M. followed by a brief meeting of the newly-created Continuation Committee.

Reports adopted
Board of Review - Garden City, Jan. 19, 1920

EX. A The necessity of due proportion between the budgets of the various boards and between the amounts designated for the several great divisions of the work.

EX. B Period covered by the Budget.

EX. C Unoccupied Fields.

EX. D. Endowments.

EX. E. Union and Independent Agencies.

EX. F. Central Treasury

EX. G. Administration

EX. H. Report to the Denominational Bodies

EX. I. General Philanthropy

EX. J. Board of Review resolution re World Survey Conference

EX. K. Minutes of Executive Committee during Board of Review

EX. L. Certain aspects of Financial Campaign.

EX. M. Board of Review Resolution (Rockefeller's)

(Revised) (EXHIBIT A)

The necessity of due proportion between the budgets of the various boards and between the amounts designated for the several great divisions of the work.

Both from the point of view of equity and economy, and from that of successful appeal for funds, it is highly important that the entire body of proposals should be carefully scrutinized and as far as practicable reduced to the same standard of adaptation to actual needs.

The situations in different denominations are, however, so different, and the development of different departments of work has been so unequal that the rigorous application of any arithmetical rule will be unwise and impracticable. While great help can undoubtedly be gained from tables of percentages, and full data of this character should be prepared and employed, yet to the figures there must be added the insight into the whole situation of men thoroughly familar with the internal and vital relations of the

different departments of work and with the work of the different boards and denominations.

It must also be recognized that the control of the budget of each denomination lies ultimately with that denomination and that adjustments in their budgets must be a matter of mutual agreement--not of dictation by the Interchurch World Movement.

It is therefore recommended:

1. That the Board of Review nominate to the Executive Committee of the Interchurch World Movement a committee on budget review, to serve as a Continuation Committee of the present Board of Review.

2. That the reports of the Survey Department be laid before this committee and that the department furnish to such committee the underlying data as far as the committee calls for them.

3. That the Survey Department be requested bto prepare such tables of percentages as will be of service to the committee, or are called for by the committee.

4. That the committee be requested to bring to bear upon the budgets submitted by the Survey Department not only all the light furnished by the tables of percentages, but all the knowledge they possess or can obtain as to the whole situation.

5. That the committee be requested to confer with the several boards concerned in reference to any changes which the committee deems necessary, and that it have authority to make such changes in the budget as may be thus mutually agreed to.

(second revision) (EXHIBIT B.

PERIOD COVERED BY THE BUDGET

While it is recognized that the ultimate decision of the question lies with the several denominations, it is yet recommended in view of the impossibility of making an adequate and carefully thought out five-year program until the comprehensive survey now being conducted by the Interchurch World Movement is completed; and further, in view of the desirability of a united effort on such a program when formulated, that the appeal made for funds by each denomination in the coming spring be for the amount needed to meet the requirements of the year ahead, as revealed by the surveys made to date, and that this budget be recognized as the first unit of a carefully formulated five-year program; the policy followed in subsequent years in the matter of securing pledges for a single year or for a longer period to be determined in the light of subsequent events.

(revised) EXHIBIT C

UNOCCUPIED FIELDS

In view of the urgency of the need of an enlargement of the plans and work of the churches in caring for the tasks not yet undertaken, it is recommended that for the first year the items for unoccupied fields or new work both at home and abroad may be included in the budget where taken up and included by denominations in their denominational budgets, or where the Home Missions Council in the home field, or where the Foreign Missions Conference (the Committee of Reference and Council) in the foreign field will assume responsibility for securing the performance of these tasks, and these agencies are requested to consider at once the responsibility here involved. Any action taken under this paragraph is to be in harmony with the action of the General Committee at Cleveland.

In the case of the American Education Division and the American Religious Education Division, and of items for new work presented in their budgets, the same principles shall prevail. The Council of Church Boards of Education and the Council of Church Sunday School Boards shall assume the analogous responsibilities.

That each participating missionary board be requested to include in its first year budget a number of missionaries and an amount of money for new work in unoccupied areas; that the determination of the particular field to be entered should be a matter in which the guidance and approval of Home Missions Council in the home field and the Foreign Missions Conference (Committee of Reference and Council) in the foreign field should be sought; that during the year the Survey Department of the Interchurch World Movement undertake a special study of the unoccupied areas, the results of which should be placed at the disposal of the Home Missions Council and the Foreign Missions Conference (Committee of Reference and Council).

(revised)

ENDOWMENTS EXHIBIT D

Responsibility for the extent to which a given form of work shall be maintained by endowment or by contributions to the current expenses rests with the denominational authorities submitting the budget for said work.

(revised) EXHIBIT E.

UNION AND INDEPENDENT AGENCIES

While expressing the hope that future developments may make it possible to include in an Interchurch financial

campaign all agencies directly serving the Christian program of the church, the General Committee of the Interchurch World Movement voted at Cleveland that existing conditions made it necessary to limit the present campaign to budgets approved and adopted by the constituted denominational authorities. Owing to this ruling, we recommend:

1. That authority be recognized as resting with the church agencies to decide whether to include union and independent agencies in their budgets.

2. That these church agencies be requested to consider such inclusion, dealing individually with each case upon the merits of its value and relationship to the work of the church.

3. That both union and independent agencies be free to confer with the church agencies to whose work they are related with a view to such inclusion.

4. That in determining the question of inclusion and the extent of it, consideration be given to the following:

(a) The contribution which said agencies make to the work of the church.

(b) The value of the Interchurch campaign of a united appeal which includes these agencies in the budget.

(c) The value of such inclusion in making for the development of closer relationships between said agencies and the church.

(revision) EXHIBIT F.

CENTRAL TREASURY

1. Contributions to the central treasury of the Interchurch World Movement shall go automatically to the denomination of which the contributor is an enrolled member or contributing adherent, as indicated on his pledge card.

If the contributor is not a member of any denomination his contribution shall remain in the common fund which shall ultimately be divided as elsewhere provided.

Any contributor may designate his gift to the common fund, or otherwise, but solicitors shall not seek to influence the denominational destination of any gift.

2. Money paid into the central treasury shall be distributed among the cooperating agencies pro rata on the basis of their average annual receipts during the past five years, for

causes for which they are to appeal in the coming campaign. The percentages shall be worked out in advance and may be indicated on the back of the pledge card.

For purposes of convenience, it is mutually agreed by the cooperating agencies that the expenses of the Interchurch World Movement, until the close of the present campaign, and for a year thereafter, shall be paid from the central treasury.

3. It is understood that cooperating agencies which do not present a budget of askings will not participate in any funds paid into the central treasury.

4. The treasurers of the various cooperating agencies shall be invited to become associate treasurers of the Interchurch World Movement, and shall meet currently to cooperate in determining the financial plans of the Movement.

(revised) EXHIBIT G.

ADMINISTRATION

The Interchurch World Movement is not organized for the purpose of administering missionary or educational enterprises, or for determining the policies of the several denominations, but leaves all such matters in the hands of the churches and denominational or interdenominational agencies recognized by them.

EXHIBIT H.

REPORT TO THE DENOMINATIONAL BODIES

The Executive Committee should present to the several denominations, at their respective annual meetings, a full report of the Movement up to such annual meetings; and the several denominations are requested to renew and readjust their relation to the Movement with a view to its greater effectiveness in subsequent years.

---------- EXHIBIT I. ----------

EXHIBIT I.

GENERAL PHILANTHROPY

In view of the impossibility of passing satisfactorily upon the proposals for advancement in the field of general philanthropy within the time now available, it is judged best to include in the budgets for 1920 only those enterprises which are included in the budgets of the cooperating organizations.

EXHIBIT J.

Action passed by the Board of Review, Garden City
December 19-20

The importance of the forthcoming World Survey Conference at Atlantic City, January 7th to 10th, in our judgment cannot be overestimated. The panorama of world need disclosed in the surveys which have been presented to us/as Board of Review during the past two days and nights, for our detailed consideration, has greatly moved us by its magnitude and appealed to us in its inspiring challenge.

Our careful study of the policies and program of the Interchurch World Movement has persuaded us that they are wise, thorough and promising.

We cannot anticipate too strongly the results that are certain, under the favor of God, to come out of the World Survey Conferences. As a Board of Review, we have considered the budgets of the cooperating denominations and also the surveyed needs of the unoccupied fields of the entire world, and we expect to present a detailed report concerning them to the World Survey Conference.

It is clear to us that the presence and counsel of the recognized lay and clerical leaders of all the cooperating churches at the World Survey Conference are indispensable to insure the formulation of the policies needed to meet the present situation.

E.D. Burton	Cornelius H. Patton
C. E. Burton	Mrs. H.W. Peabody
Mrs. F. S. Bennett	Jno.D.Rockefeller,Jr.
Hubert C. Herring	Robert E. Speer
Alfred E. Marling	James M. Speers
Alexander R. Nicol	David W. Teachout
F. W. Padelford	Charles R. Watson

EXHIBIT K.

EXECUTIVE COMMITTEE
(Interchurch World Movement)

Garden City, Long Island
December 20, 1919.

Dr. Mott presiding.

Present: Messrs. Mott, Foulkes, Cory, Herring, Nicol, Speer, Speers, Teachout, Mrs. Bennett and Messrs. Taylor, Fowles and Millar.

Mr. Millar reported the names of the nominees submitted by the National Board of Review's special Nominating Committee as follows, Professor E. D. Burton, Dr. C. E. Burton, Dr. Charles R. Watson and Mr. James M. Speers; said nominees, if elected, to serve as the Continuation Committee of the National Board of Review.

Action was taken endorsing the election of these nominees to the Continuation Committee, recommending power be given to the chairman of said committee to fill any vacancies that might occur.

Adjournment.

EXHIBIT L.

The subcommittee to whom was referred certain aspects of the financial campaign reports as follows:

We recommend:

1. A financial campaign department for the Interchurch World Movement coordinate with the other departments to take charge of the financial campaign.

2. A united simultaneous financial campaign for all participating denominations; that is, a united appeal which shall include simultaneous approach to the denominational constituencies and the united approach to the accessible general constituency beyond the membership of the different denominations.

3. That the total budget accepted by the denominations, including the amount needed for Interchurch World Movement expenses, shall be apportioned to the states, counties and towns by the Movement. In this total shall be included the denominational apportionments, sent down denominationally, to be secured through the customary methods.

4. That in the proposed united simultaneous campaign for life and money we recommend that the whole matter of promotion, including all forms of publication, advertising, public meetings, and house-to-house visitation for purpose of conveying information covering the immediate task of the Protestant churches and their united effort to do that task, may be most effectively undertaken by the various cooperating agencies through the Interchurch World Movement.

We are of the opinion that in the preparatory stages of the campaign, in which missionary education, stewardship and the appeal for life enlistment are stressed, the values of cooperation in and through the Interchurch World Movement are indispensable.

It is the judgment of the Board of Review, however, that the activities of denominational agencies as such shall be fully recognized, stimulated, as well as coordinated, in the proposed campaign, in order that the contacts between denominational agencies and their constituents which have been evolved as a result of years of growth may not be lost.

While the probable cost of a united simultaneous campaign may appear to be large, the judgment of the Board of Review is that upon the basis of an adequately prepared and thoroughly tested budget of campaign expense to be approved by the Executive and Finance Committee of the Interchurch World Movement, the actual proportionate cost of such a campaign would be materially reduced below what it would be if the various denominations were to attempt unrelated campaigns as large as that outlined for the proposed united simultaneous campaign.

In the conduct of the proposed united simultaneous campaign it is recommended that the present organization of the cooperating agencies be fully used, and that no additional machinery be set up in the various denominations, where any existing forms may be adjusted and used, and that the principle of denominational coordination and cooperation be constantly recognized by the Interchurch World Movement, from its general offices down to the smallest unit. The Board of Review expresses its approval of the practical coordination already accomplished between the Interchurch World Movement and the Forward Movements of many cooperating churches and regards these various movements as invaluable factors in bringing the denominations they represent more rapidly and completely into the larger interdenominational cooperation.

5. That denominations which for any reason are unable to participate in the financial canvass be invited and urged to cooperate in the other activities of the Movement, such as surveys and resulting cooperation, the Easter ingathering, the inculcation of the principles of stewardship, the ducational processes and publicity. We would also encourage local or regional full cooperation wherever feasible on the part of the churches whose denominations as a whole are not committed to the Movement.

6. DATE SCHEDULE

World Survey Conference, January 7 to January 10.
Emphasis during January: Spiritual Resources beginning with the week of Prayer.
February: Christian Stewardship, Enrollment Day, February 22.
March: Life Service and Evangelism, Enrollment Day, February 29, culminating in a great ingathering on Easter Sunday.

April: Financial Campaign - probably last ten days of April, date to be determined by World Survey Conference.

Conference and Organization Program.

a- Pastors' State Conferences, January 27th to March 7th.
b- National Household Visitation under the auspices of the Home Mission Survey.
c- County Conferences, February and March.
d- Metropolitan Conferences, February, March and April.
e- Township Conferences, March and April

EXHIBIT M.

The Board of Review having had an opportunity to hear from the leaders of the Interchurch World Movement a summary of their plans, and to look over a statement of expenditures incurred and proposed, begs to report that in its judgment:

1. The plans are wisely and conservatively drawn, and not more extensive than necessary in view of the stupendous and unparalleled undertaking contemplated.

2. The expenditures are carefully and judiciously planned and though running into important sums, are relatively small when compared with the results in accomplishment, spiritual, educational and financial, which are justly to be anticipated.

3. Had the leaders through lack of vision or fear of present criticism dared less, and prepared a less adequate foundation, they would have subjected themselves eventually to far greater censure because of their failure to have constructed a foundation sufficiently broad and strong for the great structure which alone will be in any sense worthy of the united effort of so large an aggregation of the Christian people of the land.

Adopted unanimously December 20, 1919.

BOARD OF REVIEW

Executive Committee
Atlantic City, N.J. Jan. 10, 1920.

Voted that the appointment of the Board of Review which was referred by the General Committee to the Executive Committee, be left to the Chairman with power and Dr. Mott appointed the following; Prof. E.D. Burton, Chairman, W. B. Beauchamp, A. W. Harris, H. C. Herring, A. E. Marling, Mrs. Wm. F. McDowell, C. A. Rowland, D. W. Teachout, Robert E. Speer, Mrs. D. E. Wade, C. R. Watson.

Voted that the tentative dates of the meeting of the Board of Review be February 9th and 10th, 1920.

(Revised)
Minutes
BOARD OF REVIEW

25 Madison Avenue
New York City

(MONDAY SESSIONS)
Morning, Afternoon and Evening
January 19 - 1920

Dr. E. D. Burton, Chairman, called the sessions to order at 10 A.M., 2 P.M., and 7 P. M., respectively. Mr. Charles O. Wright acted as clerk throughout the sessions of the Board.

Opening prayer by Dr. H. C. Herring.

Chairman stated that the Board of Review now meeting was appointed by the General Committee of the Interchurch World Movement, at the request of the Atlantic City World Survey Conference, and is composed of:

Dr. E. D. Burton, Chairman
Dr. W. B. Beauchamp
Dr. F. W. Burnham
Dr. A. W. Harris
Dr. H. C. Herring
Mr. Alfred C. Marling
Mrs. W. F. McDowell
Dr. C. A. Rowland
Dr. Robert E. Speer
Mr. David W. Teachout
Mrs. E. D. Wade
Dr. Charles R. Watson
**Dr. C. L. White

Present: Messrs. Burton, Herring, Marling, Speer, Watson and Mrs. Wade. Also, Dr. John R. Mott, Dr. S. Earl Taylor, and Dr. Fred P. Haggard. And, for the afternoon and evening sessions, Dr. C. L. White, Dr. John F. McDowell, and representatives of the Survey Department of the Interchurch World Movement.

Representatives of the Home and Foreign Divisions of the Survey Department of the Interchurch World Movement made presentations concerning processes of budget building, and especially with regard to unoccupied areas and special types of unalloted work; these presentations, with general discussion by the Board of Review, occupying the remainder of the morning session, as well as the sessions of the afternoon and evening.

Representatives of the Survey Department also were present at succeeding sessions for such explanation as was necessary.

**Dr. Mott announced that announced that Dr. C. L. White had been added to the membership of the Board of Review by authority of the General Committee.

(TUESDAY MORNING SESSION)
January 20, 1920

Dr. E. D. Burton, Chairman, called the session to order at 9:30 A. M.

OPening prayer by Dr. Robert E. Speer.

Present during the session, or at some part of it, were: Messrs. Burton, Herring, Mott, Speer, Taylor, Watson, and Mrs. Wade. Also Messrs. Haggard and Zimmerman.

Dr. Burton reported for the sub-committee on Order of Procedure. The order was adopted with the following result:

VOTED: That Dr. Kelly be asked to make a presentation to the Board of the budget covering American Education.

VOTED: That with reference to the budgets proposed by the Interchurch World Movement survey for the regular work of the Foreign Missions Boards, the procedure recommended by the Atlantic City Conference be followed; namely, that these budgets be submitted by the Interchurch World Movement Survey Department to the Boards for their acceptance, the Board of Review neither approving nor disapproving of these until the Boards have expressed their judgments with reference to t hem.

VOTED: That a similar course be followed for the budgets for regular work of Home Missions Boards.

Without formal vote it was agreed that the question, "Shall the Survey Department be asked to reconsider the distribution of additions to the budget, in view of the wide difference in percentage of increase?" be answered in the negative.

VOTED: That the Survey Department be requested to submit a table showing what percentage of the total proposed budget of each church goes to each of the following items:

Foreign Missions
Home Missions
American Education

and if possible, for t he percentage of increase over 1918 in t he case of each of these items.

VOTED: That a letter be drafted by Messrs. Burton, Watson and Haggard to send to the Boards, submitting to them the several questions involved in budget construction; this letter to remind the Boards of the actions taken by the General Committee of the Interchurch World Movement at Atlantic City, by the Foreign Missions Conference, and by the Home Missions Council, and by this Board of Review.

VOTED: That the sending of the letter be supplemented by personal work on the part of a group of two or three persons in conjunction with the Interchurch World Movement, with especial reference to some of the major boards. The following assignments were recommended:

Dr. E. D. Burton	Northern Baptist Board General Boards, Disciples Church Woman's Board, Disciples Church
Dr. H. C. Herring	Congretational Board
Dr. S. Earl Taylor and Dr. John R. Mott	Boards, Methodist Episcopal Church and Methodist Episcopal Church, South.
Dr. Robert E. Speer	Boards, Presbyterian Churches, North and South, and Board of Reformed Church in America.
Dr. C. R. Watson	Boards, United Presbyterian Church, Reformed Church in the U.S.

Dr. Haggard and Dr. Foulkes were requested to arrange for additional approaches that may be necessary.

VOTED: That the representatives of the Methodist, the Baptist, the Congregational, the Lutheran and the Presbyterian Churches, and of the foreign departments of the Y. M. C. A. and Y. W. C. A., and of the Federal Council of the Churches of Christ in American be called in conference upon the whole question of the European and Near East Budget, and to study the best plans of its allocation, with the understanding that the total budget will be between $20,000,000 and $25,000,000 for one year. (Resolution unanimously carried)

VOTED: That the total to be recommended for unoccupied fields be set at $10,000,000, subject to readjustment.

The meeting adjourned, to meet at 4 P. M. this day.

TUESDAY AFTERNOON SESSION)
January 20 - 1920

Dr. E. D. Burton, Chairman, called the session to order at 4 P. M.

Present: Messrs. Burton, Herring, Speer, Watson; also Messrs. Cory, Haggard, and Taylor.

A motion providing for the allocating of the budget for unoccupied fields on a pro rata basis according to the budgets of the Boards now at work in each general area, was laid on the table.

The order of business for the evening session was stated as follows:

---

1. The European situation.

2. The question of independent agencies their budgets and possible allocation, with or without recommendations or suggestions.

3. Drafting of the letter to the Boards.

4. Action of the Executive Committee concerning financial objectives of the Interchurch World Movement.

The session adjourned at 5:45 P.M.

(TUESDAY EVENING SESSION)
January 20-1920

Dr. E. D. Burton, Chairman, called the session to order at 7:30 P.M.

Present: Messrs. Burton, Herring, Speer, Watson, and Mrs. Wade; also Messrs. Taylor, Haggard, and Foulkes.

VOTED: That a committee consisting of Dr. Burton and Dr. Taylor be requested to meet with the committee of the Federal Council of Churches on Thursday afternoon, January 22, at 2 P.M., to consider the question of European relief.

Committee on Europe and Near East: In accordance with the resolution presented by Dr. Mott at the morning session, the following committee was appointed to confer upon the whole question of the European and Near East Budget, and be asked also to study the best plans for its allocation, with the understanding that the budget will be from $20,000,000 to $25,000,000:

Dr. Frank Mason North for Methodist Episcopal

Dr. Stanley White " Reformed Bodies

Dr. James A. Franklin " Baptist

Mr. H. R. Gold " Lutheran

Committee on Europe and Near East (continued)

Dr. F. M. Barton for Congregationalists

Dr. John R. Mott, or some one he may designate, for Y. M. C. A.

Miss Mabel Cratty, or some one she may designate for Y.W.C.A.

Dr. A. J. Brown " Federal Council

Dr. White to be convener of this conference group.

VOTED: That Dr. Watson and Dr. Haggard should prepare a classification of the independent agencies; and that in the letter being sent to all boards, a paragraph should be incorporated, in which attention is called to the action at Atlantic City affecting independent agencies, and including an offer of information on the part of the Survey Department of the Interchurch World Movement concerning the status of any particular institution.

REFERENCE: Certain matter involving relationships, including telegrams and letters, were referred to Dr. Foulkes for attention and later report.

LETTER: Draft of the letter to the Boards was submitted, and after consideration was referred back to the Committee for revision.

The meeting adjourned at 9:30 P.M.

(WEDNESDAY MORNING SESSION)
January 21 - 1920

Dr. E. D. Burton, Chairman, called the session to order at 9:50 A. M.

Prayer by Dr. Burton.

Present: Messrs. Herring, Burton, Speer, Watson, and Mrs. Wade, also Dr. Haggard, and later, Dr. Mott.

VOTED: That recommendation be made to the Executive Committee of the Interchurch World Movement that main heading No. 8 of their action of January 20th, setting forth principles accepted as indicating relation of denominations to the financial appeal contemplated by the Interchurch World Movement be changed to read as follows:

"It is suggested that the total financial objective of the campaign should be the sum total of two elements:

"One, that portion of the budget of each of the cooperative denominations which in the judgment of that denomination can wisely be apportioned to the constituent churches and their subsidiary organizations, and the amount which such denomination expects individual members or adherents to contribute directly to its own treasury.

"Two, that portion of the budget which must be secured by gifts to the central treasury."

VOTED: That the principles suggested in the letter to the Boards, concerning the budgets for unoccupied areas, be adhered to in general, excepting for work in Europe and for Anglo-American churches in all fields; these budgets to be allocated on the basis of the foreign budgets for the whole field.

VOTED: After extended discussion and conference with rep-

resentatives of the Home Missions Council and Home Mission Survey representatives, that the Board of Review has no authority to take up officially matters connected with the Home Missions budget until the Survey Department has completed its conferences with the Boards.

VOTED: That the figures as submitted for unallotted types of work in Japan, including Korea, be approved.

VOTED: That the final draft of the letter to the Boards be referred to the original committee with power. (Copy of letter in its final form is appended, marked "Exhibit A."*

The meeting adjourned at 12:50 P.M.

(WEDNESDAY AFTERNOON SESSION)
January 21-1920

Dr. E. D. Burton, Chairman, called the session to order at 12:15 P.M.

Present: Messrs. Burton, Speer, and Watson, and also Dr. Haggard.

VOTED: That in view of the emergency of many problems of foreign missionary policy and administration resulting from the advances proposed by the Interchurch Movement, the Board of Review requests the Committee on Reference and Counsel to take such steps as may be necessary to provide for the study of these problems. In particular, it suggests that, with a view to providing an agency at the home base for the consideration of the problems of each general area, such as is provided by the Committee on Cooperation in Latin-America, the Committee of Reference and Counsel be requested to form such a committee for each general area, and that these committees be requested to study the items included in the budgets for allotted types of work and unoccupied fields, with a view to determining the individual responsibility of each agency for such work and securing acceptance of this individual responsibility and the application of the funds secured to these ends.

The Board of Review also expresses its conviction that the Foreign Missions Boards should make adequate financial provision for the support of these enlarged activities of the Committee of Reference and Counsel.

VOTED: That an amount not to exceed $500,000 be added to the budget for unallotted types in China for the union missions buildings.

VOTED: That the figures as submitted, with the above addition, for unallotted types of work in China be approved.

VOTED: That the figures as submitted for unallotted types of work in the Philippine Islands be approved.

---

*Copy of letter not found.

VOTED: That the figured as submitted for unalloted types of work in Latin America be approved.

VOTED: That the figures as submitted for unalloted types of work in Africa be approved.

VOTED: That the figures as submitted for unallotted types of work in Southeastern Asia be approved.

VOTED: That the item referring to the hospital at Bilaspur, India, involving $56,320, be eliminated from the India Budget; also that the item referring to the Union Tubercular Sanitarium at Pendra Road, India, involving $47,380, be eliminated from the India Budget, unless further examination shows that they are bona fide union agencies.

VOTED: To allow for the items of city programs in the India Budget an amount not to exceed $200,000.

VOTED: To allow for the business agencies item of the India Budget an amount not to exceed $100,000.

VOTED: That the figures as submitted and amended (above) for unallotted types of work in India be approved.

VOTED: That the figures as submitted for unallotted types of work in Bulgaria be approved.

VOTED: That when we adjourn, we adjourn to meet at 10:00 A. M., on February 16th.

The meeting adjourned at 4:30 P. M.

INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA

Minutes

Board of Review February 13, 1920.

Board of Review of the Interchurch World Movement met on the above data 9:45 A. M., with Dr. E. D. Burton in the chair.

Present: Messrs. Burton, Mott, Speer, Rowlands, Burnham, Watson, White, Harris and Beauchamp. There were also present Dr. S. Earl Taylor, Dr. Haggard and other representatives of the Interchurch World Movement.

The docket offered for consideration comprised the following:

In addition to the regular budgets, the following problems:

1. Relation of the Salvation Army to the Interchurch World Movement.
2. Relation of the Hawaiian Missionary Society.
3. The proposals with reference to European Relief.
4. The expense budget of the Federal Council.
5. Relation of the one year to the five year budget.
6. The rule for determining the relation of the central fund gifts, if raised, to the denominational gifts and needs.

Without formal vote the consideration of the budgets for foreign missions was taken up. Upon the suggestion of Dr. Mott those boards whose budgets make up the larger portion of the total, were considered with the following result:

ABCFM - Voted that we pass these figures.

ABF - Voted that we pass these figures.

UCMS - Voted that we pass these figures.

FMA - Voted that we defer action on this budget until further information is secured.

MEPB - Voted that we pass these figures.

PN - Voted that we pass these figures.

PS - Voted that we pass these figures.

RCUS - Voted that action be deferred on these figures until further correspondence can be had.

VOTED: That when we adjourn we adjourn to meet at 3:00 P. M.

at this point the Home Missionsbudget was introduced by Mr. Diffendorfer.

VOTED: That the Home Missions Department submit such figures as they already have at 5:00 P.M.

Adjournment at 12:30.

(AFTERNOON SESSION)
February 13, 1920

Afternoon session called to order at 3:10 P.M., by Dr. Burton.

Present: Messrs. Burton, Mott, Speer, Harris, Beauchamp, Watson, Rowland.

The question of the European budget was discussed.

VOTED: That Mr. Vickery be heard on the question. Mr. Vickery was heard.

VOTED: That in view of the discussion on the porposals for European and Near East Relief, the chairman be asked to prepare a formal resolution embodying the sense of the Committee and present the same at the evening session.

The Committee then took up the Home Missions budget, Mr. Morse representing that department in the absence of Mr. Diffendorfer.

Adjourned to meet at 7:00 P. M.

(EVENING SESSION)
February 13, 1920

Evening Session called to order at 7:00 P.M.

L. While this conference of Christian men and women asked the Industrial Relations Department to make the investigation, we would not regard this as sufficient authorization.

2. The Cabinet would need to act upon the matter before our Department would feel competent to proceed. It is possible that the Cabinet might even wish the Executive Committee to take action at its next meeting, October 13th.

3. If authorized by the Cabinet to proceed we should of course do so with great care and in a strictly neutral manner.

4. We would attempt to cover only the ethical and moral questions involved and to describe conditions and suggest constructive remedies.

5. I would suggest an independent commission, chosen by the Department or by the Cabinet, composed of such people as: Bishop Francis J. McConnell, Methodist; Daniel Poling, Christian Endeavor; Shailer Mathews, Baptist; Bishop Williams of Detroit, Episcopal; Bishop Howard, United Brethren, Dr. Charles L. Thompson, Presbyterian; Mrs. Helen Barrett Montgomery, representing the women; Professor Alva W. Taylor, Columbia, Mo., Disciples.

6. The reason for suggesting a group of Christian clergymen and church representatives rather than technical experts such as economists labor men and employers, is that we would treat the moral rather than the economic situation. This group of church men could call to their aid in conducting the investigation such organizations as the Bureau of Industrial Research, New York City, and the Bureau for Economic Research at Washington, D.C., together with such agencies as the Russell Sage and other Foundations. By the technical assistance of these bodies and through personal visitation to the steel areas the commission could probably arrive at findings which would be helpful.

7. In conducting the investigation there should be the least possible publicity and a frank statement that it is not our purpose to intervene nor interfere but to prove helpful where possible.

8. May I ask that we discuss the matter at the meeting of the Cabinet on Thursday.

RESOLUTION

Dr. Fisher reported on the Industrial Relations Conference held on October 3rd, at the Hotel Pennsylvania, and presented resolution from that Conference as follows:

"The Findings Committee recommends to the Industrial Relations Department of the Interchurch World Movement of North America that it make careful and thorough-going investigation of the strike in the steel industry, and that the Department make a report on the same. It reqests the department, in addition to making the investigation and securing the facts, to use their offices in attempting to bring about a joint conference and a settlement of this dispute by mutual agreement."

Voted, that in view of the gravity of the whole situation, the matter of the investigation of the steel strike be referred by the Cabinet to the Executive Committee for full consideration.

Executive Committee,
New York October 14th, 1919.

Action of the Cabinet was presented, in which the matter of the request from the Industrial Conference that the Movement investigate the steel strike, was referred to the Executive Committee for consideration.

Voted, in view of the report of the Industrial Conference held at the Hotel Pennsylvania on October 3rd - That the Industrial Relations Department make a careful study of all the present Industrial unrest at home and abroad and report the result of the study to the Executive Committee, which shall then decide what use shall be made of the information.

Dr. Fisher stated that in his judgment the investigation proposed by the Executive Committee should be paid for by funds appropriated by the Survey Department, because it did not seem wise to build up a large Budget for the Industrial Relations Department. Voted to refer the matter to Drs. Haggard, Diffendorfer and Fisher for adjustment.

LETTER READ AT CABINET MEETING October 31st, 1919.

Mr. Stephen C. Mason, President,
National Association of Manufacturers,
2544 Oliver Building, Pittsburgh, Pa.

Dear Sir:

Your communication of October 20th, addressed to Dr. S. Earl Taylor, General Secretary of the Interchurch World Movement, has been referred to me for acknowledgment during Dr. Taylor's brief absence in Europe. I have shared the reading of your letter and the resolutions adopted by the National Association of Manufacturers with my colleagues upon the Cabinet of the Interchurch World Movement. They bid me assure you of our sincere appreciation of your confidence in our purpose to make a real contribution to the settlement of the industrial issues which are now before the world, as well as of your expressed desire to cooperate with us.

While we can not speak authoritatively for the many denominations and churches that have entered into the Interchurch World Movement, we believe that we express the underlying conviction of the great body of our constituents when we voiceour earnest desire to cooperate in such ways as may appear to be wise and promising both with the representatives of the Manufacturers Association as well as with those who represent the body of employees. The church, we believe is called to be neither partisan nor neutral, but mutual, in its attitude toward the several groups who make up our industrial and social life.

In response to the suggestion contained in your letter the Cabinet has, therefore authorized me to bring your suggestion concerning the appointment of a committee to confer with a similar committee to be appointed by yourself to the attention of the Executive Committee of the Interchurch World Movement at its next meeting, and also to suggest to the Executive Committee the appointment of a committee to confer in such ways and at such times as may be deemed best with any committee appointed by the bodies of the employees.

Assuring you of our desire to bring to bear upon the issues now confronting us the disinterested and underlying motives arising out of our religious faith and experience, and of our purpose to promote the true and lasting welfare of all our people, I am

Very faithfully yours,

(signed) W. H. Foulkes,

Vice-Chairman, Executive Committee,
and
Acting General Secretary.

Presented by Cabinet at
Executive Committee Nov. 10th

October 20, 1919.

NATIONAL ASSOCIATION OF MANUFACTURERS,

2544 OLIVER BUILDING, PITTSBURGH, PA.

STEPHEN C. MASON, PRESIDENT.

Dr. S. Earl Taylor, General Secretary,
General Committee of the Interchurch World
Movement of North America,
New York City.

Dear Sir:

I have the honor to transmit to you herewith a copy of resolutions adopted by our Board of Directors at a meeting held in New York City on October 17th, 1919, which explain themselves.

If there is any way in which our Association may cooperate in the matter referred to, I shall be glad to receive your suggestions.

Awaiting your advices, I am

Very respectfully yours,

(Signed) Stephen C. Mason

President.

SCM A

Enclosure.

Whereas, it has come to our attention that the Roman Catholic Church and United Protestant Christianity of North America have respectively announced their decision to take

an organized and active interest in the consideration of industrial relations and other related problems now confronting the people of the United States, therefore be it

Resolved: That the Board of Directors of the National Association of Manufacturers in meeting assembled at New York City, October 17, 1919, does hereby express its hearty approval of the decision of the religious and moral forces of America to lend their best efforts to a satisfactory solution of these industrial problems, be it further

Resolved: That we call upon manufacturers of the United States to cooperate with the organized authorities of the churches in their effort to obtain full and impartial information on industrial conditions and problems so that these important and powerful agencies may be accurately aided in their activities, be it further

Resolved: that we tender to the officers of the National Catholic Welfare Council and the General Committee of the Interchurch World Movement of North America, the co-operation, knowledge and experience of the members of the National Association of Manufacturers for the common purpose of working out the best and most satisfactory solution of these problems, and be it further

Resolved: That the National Association of Manufacturers does hereby express its willingness to appoint a Special Committee of its officers or members to meet with the officers of the National Catholic Welfare Council and the General Committee of the Interchurch World Movement of North America, at such time and place as may be mutually convenient, for the

purpose of devising ways and means of co-operation in this work.

Presented at Executive Committee
November 10, 1919.

November 12, 1919

Dr. Stephen S. Mason, President,
National Assn. of Manufacturers,
2544 Oliver Building,
Pittsburgh, Pa.

Dear Mr. Mason:-

The resolutions as adopted by the National association of Manufacturers were presented at the meeting of the Executive Committee of the Interchurch World Movement, on Monday, the 10th instant, and a resolution was passed asking me, as secretary, to advise you that the Interchurch World Movement of North America has set up a department of Industrial Relations, of which Mr. Fred B. Fisher is Director, to consider and make a study of all these matters and that the department in question will be glad to secure all possible light from the National Association of Manufacturers or any other organization which will prove helpful to the work of the Movement.

Yours sincerely,

Secretary.

Cabinet meeting,
New York, November 14th, 1919.

Dr. Poling stated that he had been asked by Dr. Fisher to keep closely in touch with the Commission appointed to investigate the Steel Strike, which Commission is now in session in Pittsburgh,

consisting of Bishop Francis J. McConnell, Chairman, Daniel A. Poling, Vice Chairman, Mrs. Fred S. Bennett, George W. Coleman, Dr. John McDowell, Prof. Alva W. Taylor, Dr. Nicholas Van der Pyl and Dr. James I Vance. Dr. Poling asked for an expression from the Cabinet as to his relation to the Industrial Relations Department, the Educational Group and the Lay Activities Department.

It was the sense of the Cabinet that the sessions of the Commission should be held in a local church in Pittsburgh, and inasmuch as this is a Commission appointed by authority of the Executive Committee through one of its departments, the Commission shall report its findings to the Executive Committee, and has no power to hold public hearings or give publicity to any of its deliberations.

Voted that Dr. Poling be requested to attend all of the sessions of the Commission, to see that the safeguards, which the Cabinet feel to be so essential around the matter of publicity, be fully guaranteed and that Dr. Poling report to the Cabinet at a later meeting.

Extract from minutes of Cabinet Meeting
held at 111 Fifth Ave., January 5th, 1920

OHIO MANUFACTURERS' ASSOCIATION.

Dr. Poling made report of progress in his investigations regarding the documents issued by the Ohio Manufacturers' Association. No action.

Extract from Cabinet Meeting minutes of meeting
at Hotel Chalfonte, Tuesday evening, January 6th, 192(

OHIO MANUFACTURERS ASSOCIATION

Dr. Poling presented document covering reply of the Interchurch Movement to the attack of the Ohio Manufacturers Association. Dr. Poling reported that the secretary of the Association had made the statement that retraction would be made if the facts warranted. It was the sense of the meeting that publicity should not be given to the document without authority of the Executive Committee.

Voted that the report as presented by Dr. Poling, embodying communication to be sent to the Ohio Manufacturers Association, be approved, and that Messrs. Taylor and Poling be authorized, on behalf of the Cabinet, to send a copy of this communication to the Ohio Manufacturers Association; and further that Dr. Poling be authorized, through Mr. Dennett of the Publicity Department, to have the copy set up in type in page proof sheets and also prepared in form suitable for publicity; both page proof sheets and publicity form to be submitted to the Executive Committee at a meeting to be called by the Chairman at the earliest possible moment.

Adopted Exhibit AA Thursday P.M.

Report of Special Committee Appointed to investigate Charges made by the Ohio Manufacturers' Association and Circulated under the caption, "The Anarchists in the Interchurch World Movement."

We have carefully considered the evidence submitted to us by officers of the Interchurch World Movement; We have read the document circulated by the Ohio Manufacturers' Association, as well as the statement submitted by the Interchurch World Movement in reply to the charges of the Ohio Manufacturers' Association; we have had before us certain members of the special investigating commission and the director of the field work of the commission who is in charge of the investigators. On the basis of the above evidence we are fully satisfied that the charges made by the Ohio Manufacturers' Association are false and without foundation.

David W. Teachout, Chairman
Cleveland, Ohio.

James W. Kinnear,
Pittsburgh, Pa.

John D. Rockefeller, Jr.
New York.

George J. Ramsey,
Raleigh, N.C.

C. M. Rodefer,
Bellaire, Ohio.

Supplementary Statement of the Executive Committee of the Interchurch World Movement.

The evidence upon which this report is based is being presented to the officials of the Ohio Manufacturers'

Association, as well as to its Executive Secretary, in the confident expectation that these gentlemen, when shown the facts that their organization has been made the channel for the circulation of false accusations, based upon an anonymous document, will be eager to make full retraction.

Breakfast) Executive Committee
Hotel Chalfonte, Atlantic City, N.J.Jan.8th,1920.

Dr. Poling presented matter of the document pertaining to the attack of the Ohio Manufacturers Association and the reply of the Movement. Discussion as to the advisability of giving publicity to the document. Upon recommendation of Dr. Taylor it was voted:

(1) That a statement be made at the morning session of the Conference regarding the attack being untrue and libelous.
(2) That the document be referred to a committee.
(3) That the document be issued in sufficient number so that it can be put into the hands of all the delegates present.

Dr. Taylor was asked to make the presentation at the Conference and Dr. Poling was asked to prepare a condensed statement for publicity purposes.

Voted that the Chairman appoint a committee of seven to consider specifically the document of the Ohio Manufacturers Association. Committee appointed:

David W. Teachout, Chairman,	Cleveland, Ohio
D. C. Shull,	Sioux City, Iowa
J. W. Kinnear,	Pittsburgh, Pa.
C. M. Rodefer,	Bellaire, Ohio
John D. Rockefeller, Jr.	New York
Mrw. J. S. Allen,	New York
Dr. J. G. Ramsey,	Raleigh, N.C.

Dinner) Executive Committee,
Hotel Chalfonte, Atlantic City, Jan. 8th, 1920.

Mr. Teachout reported for the special committee appointed to investigate the charges made by the Ohio Manufacturers' Association and circulated under the caption, "The Anarchists in the Interchurch World Movement" as follows:-

"We have carefully considered the evidence submitted to us by officers of the Interchurch World Movement; we have read the document circulated by the Ohio Manufacturers' Association, as well as the statement submitted by the Interchurch World Movement in reply to the charges of the Ohio Manufacturers'; we have had before us certain of the special investigating commission and the director of the field work of the commission who is in charge of its investigators. On the basis of the above evidence we are fully satisfied that the charges made by the Ohio Manufacturers' Association are false and without foundation."

Voted to approve the report and express the appreciation for the work of the committee in submitting this document and give unanimous endorsement to the document for presentation to the World Survey Conference.

Breakfast) Executive Committee,
Hotel Chalfonte, Atlantic City, Jan 9th, 1920.

Dr. Poling presented telegrams from the Ohio Manufacturers Association and Messrs. Purh and Pugh Attorneys, stating that the document had been received and an early statement would be made.

Dr. Poling asked to be relieved from responsibility in connection with the Industrial Relations Department as Director Fred B. Fisher had returned.

Voted to ask Dr. Fisher to take up the matter of the further correspondence with the Ohio Manufacturers' Association, in consultation with Dr. Poling. *

Upon motion it was resolved that the sincere appreciation of the Executive Committee be extended to Dr. Poling for his diligent and successful work in bringing negotiations to their present state, and that at his request, Dr. Poling be relieved from further responsibility in the matter and that Department of Industrial Relations be instructed to take up and carry forward the matters in hand.

RELATIONS WITH DENOMINATIONAL AGENCIES.

Extract from Cabinet Meeting minutes held
at 111 Fifth Avenue, January 12th, 1920.

Dr. Fisher pointed out the desirability of closer cooperation between the Industrial Relations Department and the denominational social agencies. It was voted that the Industrial Relations Department be authorized to form an Advisory Clearing House Committee consisting of representatives of the social service committee of the denominations.

---

*See page 135

BUDGET AS APPROVED BY BOARD OF REVIEW
of
INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA

LIST OF DENOMINATIONS AND BOARDS INCLUDED IN THE CAMPAIGN 1920.

March 2, 1920.

Note: The family name of the denomination is given first, then that of the individual denomination, followed by the names of the boards or other organizations participating in the financial campaign.

ADVENT

1.	ADVENT CHRISTIAN CHURCH (Denominational total)	$35,000
	Woman's Home and Foreign Missionary Society.....	35,000

BAPTIST

2.	NORTHERN BAPTIST CONVENTION (Denominational total)	130,533,000
	American Baptist Foreign Mission Society..... including Women's American Baptist Foreign Mission Society and Free Baptist Woman's Missionary Society	34,041,671
	American Baptist Home Mission Society..... including Woman's American Baptist Home Mission Society, City Mission Societies and State Conventions.	46,220,304
	Board of Education.....	33,940,000
	American Baptist Publication Society.....	2,721,125
	Ministers and Missionaries Benefit Board.....	8,550,500
	Board of Promotion and Hospitals and Homes.....	5,000,000
	Northern Baptist Convention.....	60,000
3.	NATIONAL BAPTIST CONVENTION(Denominational total)	10,250,000
	Foreign Mission Board.....	2,200,000
	Women's Convention.....	500,000
	Home Mission Board.....	1,300,000
	Church Extension Board.....	350,000
	Independent State Budgets.....	2,200,000
	Educational Board.....	2,600,000
	Sunday School Publishing Board.....	500,000
	Benefit Board.....	350,000
	Baptist Young People's Union.....	185,000
	Administration and Contingent.....	65,000
4.	GENERAL BAPTISTS (Denominational total).....	272,500
	Foreign Missionary Society, including Women's Auxiliary.....	15,000
	Home Mission Board.....	37,500
	Board of Publications.....	10,000

p

Joint Board	$ 20,000
Education (no general board)	170,000
Superannuated Ministers Fund	20,000

BRETHREN

5. Church of the Brethren	Denominational Total	3,219,598
General Mission Board		1,139,598
General Education Board		2,000,000
General Sunday School Board		40,000
Board of Ministerial Relief		40,000
6. Brethren Church	Denominational Total	200,000
Foreign Missionary Society		45,000
Publication, Sunday Schools including Young People's work		20,000
General Missionary Board, including Hospitals and Homes		60,000
Education (no general board)		75,000

CHRISTIAN

7. Christian Church	Denominational Total	727,698
Foreign Mission Board, including Women's Board for Foreign Missions		130,065
Home Mission Board, including Women's Board for Home Missions		181,128
Board of Education		406,500
Sunday School Board		8,000
Christian Endeavor Board		2,000

CONGREGATIONAL

8. Congregational Churches	Denominational Total	16,508,470
American Board, including Women's Board of Missions, Board of the Interior and of the Pacific		6,553,470
American Missionary Association, including Hawaiian Board of Missions		2,350,000
Home Missionary Society, including Woman's Home Missionary Federation, state and city Organizations		1,930,000
Church Building Society		1,425,000
Sunday School Extension Society		233,600
Education Society		2,246,400
Board of Ministerial Relief		520,000
Pilgrim Memorial Fund		1,200,000
American Bible Society		50,000

DISCIPLES

9. Disciples of Christ	Denominational Total	12,501,138

American Christian Missionary Society.....	$ 197,331
United Christian Missionary Society.....	4,553,317
Board of Education.....	6,000,000
Board of Ministerial Relief.....	226,000
American Temperance Board.....	25,440
National Benevolent Association.....	1,499,050

EVANGELICAL

10. Evangelical Association Denmminational Total.....	1,394,260
Missionary Society including Woman's Missionary Society.....	540,760
Superannuation Fund.....	315,000
Forward Movement (Hospitals and Homes).....	538,500
11. United Evangelical Church Denominational Total...	305,983
Board of Missions and Board of Church Extension	305,983

FRIENDS

12. Society of Friends in America Denominational Total	4,532,081
Board of Foreign Missions - including Woman's Missionary Union.....	455,138
Board of Home Missions.....	448,416
Associated Executive Committee on Indian Affairs.	24,527
Freedmen's Association.....	4,000
Board of Education.....	3,250,000
Bible School Board.....	27,500
Ministerial Support and Relief.....	25,000
Special Items War Relief, etc.....	297,500
13. Society of Friends in California--Denominational Total.....	40,000
Board of Missions.....	40,000
14. HOLINESS CHURCH Denominational Total.....	50,000
General Board (Hospitals and Homes).....	50,000

LUTHERAN

15. Evangelical Synod of North America Denominational Total	1,846,521
Foreign Missions Board.....	276,021
Central Board of Home Missions.....	153,000
Board of Sunday Schools.....	17,500
Board of Ministerial Pension and Relief.....	1,000,000
General Board.....	300,000
Education (No General board).....	100,000

MENNONITE

16.	General Conference of Mennonites Denominational Total.....	$ 82,000
	Board of Foreign Missions.....	82,000

METHODIST

17.	Methodist Episcopal Church Denominational Total	34,485,737
	Board of Foreign Missions.....	10,500,000
	Woman's Foreign Missionary Society.....	6,000,000
	Board of Home Missions and Church Extensions	10,500,000
	Woman's Home Missionary Society.....	1,035,737
	Board of Temperance, Prohibition and Public Morals.....	1,500,000
	Board of Control of the Epworth League.....	100,000
	Board of Conference Claimants.....	2,000,000
	New England Annual Conference Endowment Fund	125,000
	Board of Education.....	2,050,000
	Freedman's Aid Society.....	675,000
18.	Methodist Protestant Church Denominational Total	1,745,866
	Board of Foreign Missions including Woman's Foreign Missionary Society.....	467,035
	Board of Home Missions including Independent State Boards.....	440,300
	Woman's Board of Home Missions.....	33,000
	Board of Education.....	406,644
	Board of Young People's Work.....	25,912
	Superannuate Fund.....	200,000
	Forward Movement (Hospitals and Homes).....	172,975
19.	Free Methodist Church of North America..Denominational Total.....	6,234,986
	General Missionary Board including Woman's Foreign Missionary Society.....	4,388,410
	General Board of Education.....	1,406,250
	General Sunday School Board.....	50,000
	Board of Conference Claimants.....	390,326
20.	African Methodist Episcopal Zion Church Denominational Total.....	212,000
	Foreign Mission Board including Woman's Home and Foreign Missionary Society.....	52,000
	Board of Church Extension.....	50,000
	Board of Education.....	60,000
	Board of Ministerial Relief.....	40,000
	Administration.....	10,000
21.	Colored Methodist Episcopal Church..Denominational Total....	250,000
	Board of Education.....	250,000

22.	Reformed Zion Union Apostolic Church..Denominational Tot al....$	17,263
	Church Erection Board.....	17,263

Note: These amounts have already been subscribed in the Centenary Movement.

PRESBYTERIAN

23.	Presbyterian Church in the U.S.A.....	44,970,000
	Board of Foreign Missions including six Women's Boards.....	18,730,929
	Board of Home Missions including self supporting Synods.....	9,882,303
	Board of Church Erection Fund.....	2,189,418
	Board of Missions for Freedmen.....	829,645
	Woman's Board for freedmen.....	180,672
	Woman's Board of Home Missions.....	1,068,701
	Permanent Committee on Evangelism.....	121,483
	Committee on Sabbath Observance.....	59,939
	Assembly's Permanent Committee on Men's Work...	52,090
	Board of Temperance.....	189,445
	General Board of Education.....	6,661,425
	Board of Publication and Sabbath School Work...	1,114,569
	Board of Ministerial Relief and Sustentation...	2,055,839
	New Era Movement.....	1,833,542
24.	Presbyterian Church in the U.S. (South) Denominational Total.....	7,865,445
	Executive Committee of Foreign Missions including Woman's Auxiliary.....	2,928,754
	Executive Committee of Home Missions including self supporting Synods.....	2,730,091
	Executive Committee of Christian Education and Ministerial Relief.....	1,606,600
	Presbyterian Committee of Publication.....	100,000
	Department of Ministerial Relief.....	500,000
25.	Associate Reformed Presbyterian Synod Denominational Total.....	392,264
	Board of Foreign Missions.....	198,450
	Board of Home Missions and Church Extension.....	43,814
	Education (No general Board).....	150,000
26.	Reformed Presbyterian Church in N. A.,Synod, Denominational Total.....	529,472
	Board of Foreign Missions.....	175,000
	Education (No general board).....	354,472

27. United Presbyterian Church Denominational Total $31,977,457

Board of Foreign Missions	9,751,653
Board of Home Missions including Religious Education	3,356,948
Woman's General Missionary Society	3,852,350
Board of Church Extension	2,118,525
Board of Freedman's Missions	2,267,312
Board of Ministerial Relief	1,352,634
Board of Education	3,264,960
Woman's Association(Hospitals and Homes)	1,013,075

REFORMED

28. Reformed Church in America Denominational Total 2,136,091

Board of Foreign Missions including Woman's Board of Foreign Missions	800,000
Board of Domestic Missions	769,200
Woman's Board of Domestic Missions	332,241
Board of Education	220,250
Board of Publication and Bible School Work	14,400

29. Reformed Church in the U.S. Denominational Total 16,916,085

Board of Foreign Missions	5,519,305
Board of Home Missions including Woman's Missionary Society	5,796,780
Publication and Sunday School Board	550,000
Board of Ministerial Relief and Sustentation.	1,200,000
Education(No general board)	3,850,000

UNITED BRETHREN

30. Church of the United Brethren in Christ Denominational Total 6,546,662

Foreign Missionary Society	911,770
Home Missionary Society	638,980
Church Erection Society	785,937
Annual Conference Missions	575,000
Board of Education	2,768,930
Board of Sunday School, Brotherhood and Young People's Work	126,045
Preachers' Pension Fund	400,000
General Board	100,000
Expenses of Enlistment Campaign	165,000
Administration	75,000

Grand Total Campaign Budget $336,777,572

****

Total Number of denominations in the budget 30

Total number of Boards and other organizations and objects in the budget 182

Total number of Hospitals and Homes in the budget..... 28
(In addition to 95 endorsed for inclusion in local denominational budgets.)

The budget also includes the state organizations of most of the denominations and in some cases the city organizations.

In addition to the foregoing the following denominational boards have endorsed the Movement but for various reasons do not this year participate in the financial campaign. - The budgets of some of these are included in those of other organizations.

DISCIPLES (The following unite in the campaign through the organizations mentioned in the foregoing)

Foreign Christian Missionary Society
Christian Woman's Board of Missions
Association for the Promotion of Christian Unity

METHODIST

Board of Missions, Methodist Episcopal Church, South.

UNITED PRESBYTERIAN

Freedman's Board

UNITED BRETHREN IN CHRIST

Woman's Missionary Association

MORAVIAN

Society of the United Brethren for Propogating the Gospel among the Heathen (Moravian Church)

Interchurch World Movement of North America

CAMPAIGN BUDGET - 1920

Details of "Special Items column of Budget Table.
These items, such as Temperance, War Relief, etc.,
are not classifiable in the six regular columns.

BAPTIST		
Northern Baptist Convention	$4,000,000	Board of Promotion
	60,000	Northern Baptist
	$4,060,000	Convention
National Baptist Convention	500,000	Women's Convention
	65,000	Administration and
	$ 565,000	Contingent
DISCIPLES		
Disciples in Christ	$25,440	Board of Temperance
FRIENDS		
Society of Friends in America	$100,000	For War Relief
	50,000	Underwriting
	147,500	Undesignated
	$297,500	
METHODIST		
African Methodist Episcopal Zion Church	10,000	Administration
Methodist Episcopal North	1,500,000	Board of Temperance
	1,510,000	
PRESBYTERIAN		
Presbyterian U.S.A.	$ 1,833,542	New Era Movement
	189,445	Board of Temperance
	$ 2,022,987	
UNITED BRETHREN.		
Church of the United Brethren	$ 165,000	Expenses for Enlistment Campaign
	75,000	
	$ 240,000	
CONGREGATIONAL	$ 50,000	Submitted by Dr. G. E. Burton for the Bible Society, etc.
Total.....	$ 8,770,927	

February 28, 1920.

C H A P T E R IV

EDUCATIONAL ACTIVITIES

These official documents of the Interchurch World Movement have been gathered and grouped by subjects for convenience in reference. Care has been taken to avoid interpretation either in narrative or arrangement.

TABLE OF CONTENTS

	Page
Spiritual Resources	1
Evangelistic Campaign	10
Missionary Education	20
Summer Conferences	22,37,41
Final Report of Missionary Education	41
Resolution and Agreement of Discontinuance	49-A
Life Work	50
Report of Committee on Recruiting	61
Declaration Cards	70
Plan of Recruiting Campaign	75
Reports on Recruiting Campaign	86
Stewardship	95
Program	96
Enrollment Cards	98
Statement of Plans and Programs	99
Industrial Relations	
Beginning and Decelopment	107
Recommendations and Proposed Plan	111
National Industrial Conference and Findings	120
Steel Strike Investigation	123
Communication with National Association of Manufacturers	125
Ohio Manufacturers Association	130,135
Report of Steel Strike Commission	134,137
Deportation Survey and Report	136
Attack on Movement	139
Imigrant in Industry	140
Steel Strike Report Published	146
Public Opinion and the Steel Strike	147
Laymen's Activities	151
Preliminary Statement	153
Report of Laymen's Conference	158
Woman's Activities	168
National Conference of Church Women	171
General Recommendations of Educational Group	178

CHAPTER IV

EDUCATIONAL ACTIVITY *

Spiritual Resources

The Interchurch World Movement from the very beginning gave much attention to the development of Spiritual Life. One of the first departments definitely established was the Department of Spiritual Resources. Dr. William E. Doughty was chosen to direct this Department.

At a Cabinet Meeting held March 25, 1919, Dr. Doughty reported as follows:

1. Conference on Prayer

A special Committee on Prayer has been appointed by the subcommittee on "The Cultivation of Home Church of the Committee of Reference and Council", consisting of the following persons:- W. E. Doughty, Convener, J. Y. Aitchison, A. W. Halsey, Franklin J. Clark, F. G. Stephenson, W. B. Anderson, J. Lovell Murray, Mrs. H. R. Steele, Mrs. W. H. Farmer, Miss Una M. Saunders.

A meeting of this Special Committee is to be held at 25 Madison Avenue, Tuesday, April 1, 10 A. M.

2. Special List of Intercessors.

Begin at once the building of a special list of intercessors to whom requests for prayer may be sent quickly as occasion may require.

(1) Secure carefully selected names from representatives of the different communions, persons selected to be seen and enrolled personally so far as possible.

(2) Enrollment of special intercessors at pastors' conference, April 23, 24, at the All Board Conference, April 30 to May 1 and at the Executive and General Committee meetings.

---

*Chapter 1 Page 7

(3) Prepare a small folder to be given to those who enroll in this special list with data about the Movement, topics for prayer, etc., ~~(Enrollment form attached.)~~

3. The Fellowship of Intercession.

(1) Begin enrollments in the Fellowship of Intercession at summer training camps and push vigorously from that time forward.

(2) Enrollment form attached.

(3) Keep files of all enrollments by denominations and local churches.

(4) Send periodically to all who are enrolled pamphlets on prayer, definite requests for intercession, information about books, pamphlets, etc.

During the summer following the Cleveland All Board Conference a considerable number of pamphlets were produced or reprinted for the use of this department.

At a Cabinet Meeting September 12th, Dr. William E. Doughty who had been selected as the head of the Spiritual Resource department, presented the following time schedule and proposed scheme of organization:

TIME SCHEDULE

1. Cooperate with the American Bible Society in the observance of World Bible Sunday, November 30, 1919. Date for the launching of our plans and campaigns for daily devotional Bible Study.

2. Nation-wide prayer appeal and enrollment in the Fellowship of Intercession during the Week of Prayer, January 4-11, 1920.

3. Holy Week 1920 to be designated as a week of spiritual preparation for the financial campaign with a program and materials prepared for the churches.

4. A day of special prayer on Sunday preceding the financial campaign with distribution of appropriate literature through all the cooperating organizations on that day.

ORGANIZATION

1. Department Director
2. Ten Division Directors
3. Bible Study Division
4. Fellowship of Intercession Division
5. Family Worship Division
6. Editorial Division for discovery and creating of materials such as
    1. Books and pamphlets
    2. Daily Devotional Bible Studies
    3. Prayer Meeting Helps
    4. Materials for the Special Days or Periods named abpve.
    5. Posters, Charts, Lantern Lectures
    6. Materials for devotional periods in Conferencew and Conventions
    7. Articles for the Church Press

The following references show the development of this department.

Cabinet Meeting
September 16th, 1919

SPIRITUAL RESOURCES CONFERENCE

Dr. Doughty reported that the Spiritual Resources Department had arranged for a conference at Wallace Lodge October 4th and 5th; that the business sessions would be on Saturday, the 4th, and Sunday would be

given to special intercession forthe Movement, and that he would like to invite the heads of departments and representatives of Field Department to spend the day at Wallace Lodge in this service of intercession.

Cabinet Meeting
September 18th, 1919

SPIRITUAL RESOURCES - TIME SCHEDULE

The Cabinet approved the following Time Schedule as presented by Dr. Doughty-

1. Nation-wide prayer appeal and enrollment in the Fellowship of Intercession during the Week of Prayer Jan.4-11, 1920.
2. Cooperation so far as practicable in the plans for the Week of Prayer for Young Men.
3. The Day of Prayer of the Council of Women for Home Missions.
4. The Day of Prayer of the Federation of Women's Boards of Foreign Missions.
5. Holy Week March 28th-April 4th, 1920, to be a week of spiritual preparation for the Intensive Campaign with a program and materials prepared for the Churches.
6. A day of special prayer on Sunday preceding the financial campaign with distribution of appropriate literature through all the cooperating organizations on that day.

On September 25th at the General Committee Meeting which was held in Cleveland, the following action was taken: The paper presented by the Committee on Spiritual Resources is as follows:

REPORT OF SPECIAL COMMITTEE ON SPIRITUAL RESOURCES PRESENTED AT GENERAL COMMITTEE MEETING September 25, 1919.

In submitting this report the Committee desires to record its profound conviction that the spiritual motives and power for which the Movement stands should be lifted into the very highest place of prominence in all the policies and activities of the Movement.

In general we give hearty endorsement to the outline of purposes, plans and methods submitted to the General Committee by the Director of the Department which are incorporated in this report as follows:

1. PURPOSE

1. To strongly emphasize the fact that the Movement as a whole is fundamentally and essentially spiritual.

2. To undergird the Movement with prayer.

3. To help permeate the activities of the Movement with spiritual motives and power.

4. To cooperate with the forward movements of the different communions in deepening the spiritual life of the churches.

5. To discover, create and circulate literature on prayer and other devotional topics.

II. PLANS AND METHODS

1. Special Group of Intercessors

A confidential list of persons built up by personal selection, who agree to make the Interchurch Movement and its work a special subject of prayer and to whom requests for definite intercession are sent from time to time.

2. The Staff

Building up a comradeship in prayer and service among the staff by welcoming them to the staff by a special personal message, by circulating among them a staff prayer cycle, by sending them special requests for prayer, by the holding of a regular meeting for prayer on Friday of each week, and by occasional special meetings for prayer and fellowship.

3. Spiritual Emphasis in Field Campaign.

To sound the spiritual note at all conventions and conferences of the Movement by means of carefully made plans for the devotional hours, periods of intercession, addresses on prayer and kindred themes, the distribution of literature and by discussion of methods for deepening the spiritual life of the churches.

4. Special Periods of Emphasis

Some of the special dates which should be taken advantage of by the Movement are as follows:

Day of Prayer of the Council of Women for Home Missions Nov. 20-
Universal Bible Day Nov. 30-
Week of Prayer Jan.4-11
Day of Prayer of the Federation of Women's Boards of Foreign Missions
Day of Prayer for Students
Easter Week March 28- April 4-

5. Mobilizing the Prayer Power of the Church around
   (1) The Life Work Program
   (2) The Financial Campaign
   (3) Evangelistic Movements in the different communions

6. Literature

   The discovery and reprinting of selected titles of the best books and pamphlets on devotional topics.

   The creation and circulation of new books and pamphlets on prayer and kindred topics.

7. Publicity

   Articles on the spiritual message circulated through the Publicity Department in the periodicals of the Movement and the Church Press.

8. Family Worship

   Plans and materials should be prepared for a campaign to promote family worship.

   These plans and materials to be made available im pamphlet or book form or in the periodicals of the Movement and the Church Press.

9. Mid-week and other prayer services.

   The preparation of plans and helps for pastors in the effort to make the Mid-week and other devotional services of the churches more powerful and effective.

10. The enlistment of Intercessors in the Local Church.

    The enrolling and organization in local churches under denominational auspices of "The Fellowship of Inter-Cession" or similar prayer organization.

    The utilization of the intercessors thus enrolled for definite prayer in the local church program and in the program of the advance movements of the day.

    The Cultivation and training of intercessors by circulating among them prayer cycles and pamphlets on prayer, and by furnishing them definite topics for intercession.

    This program in the local church is to be carried out either through some organization such as the Unit system or through a special committee appointed for this purpose.

The Interchurch Movement will not circularize from the national office the members of "The Fellowship of Intercession" in the local churches, but will co-operate so far as practicable with the denominational forward movements in the effort to reach the individual church member with plans, suggestions for prayer, pamphlets and books.

11. Enlistment of Missionaries.

It is planned to call out the tremendous prayer power of the missionaries and the native church in the mission field in connection with the program of the Interchurch World Movement.

12. A unified program.

Frequent conferences will be held with the group of men specially set aside by the denominational forward movements for the development of the spiritual life of the churches, to make and keep the entire group acquainted with the plans of all the communions and to work out as far as possible a unified program of spiritual emphasis in connection with all these forward movements.

In addition to the above statement the Committee desires to give special emphasis to the following points:

1. In order that the entire personnel of the Movement may adequately and correctly interpret the spirit and message and program of the Movement, the Committee records its deep conviction that in the selection of the staff, primary consideration be given by the executive officers to the spiritual qualifications of all persons called into service in connection with all the activities of the Movement.

2. The Committee commends the wisdom of these denominational forward movements which have set aside secretaries to give special attention to the spiritual phases of their program and strongly recommends to the executive officers of all other forward movements the desirability of giving this phase of activity a primary place by selecting the strongest possible leadership for developing the spiritual resources of the churches.

3. The Committee recommends that an adequate plan be adopted by each of the forward movements for the enrollment and training of intercessors in the local churches and that coordinated plans and methods for such enlistment and training be worked out so far as practicable for all communions.

This report is closed with a quotation from one of the members of our General Committee which expresses our conviction and gives supreme significance and value to the work of the department:

"This Movement will be more powerful than those gone before and draw us nearer to the goal only in proportion as it shall succeed better than the movements that have preceded it in giving us a larger faith in God and a more honest practice of the life of prayer."

Respectfully submitted:

Charles H. Pratt, Chairman
A. C. Siddall
Mrs. E. C. Cronk
George E. Burlingame

EVANGELISTIC CAMPAIGN

The united effort for a great membership ingathering at Eastertime (1920) was carried on through Spiritual Resources Department. The following are the official references to this campaign:

Recommendation to Executive Committee
from the Cabinet Meeting of
October 29th.

EASTER INGATHERING:

Question raised as to whether the Movement was to participate in a united effort for a great membership ingathering at Eastertime, and if the responsibility of organizing this effort has been assigned to any department of the Movement.

Attention was called to the following action of the General Committee at its meeting on May 2nd:

"Resolved, that we request the Executive Committee to give most careful consideration to and make ample provision for methods and plans which will provide for deepening the spiritual life of the churches at the early stages of the Movement; that they allow time also in the early months of 1920 for such spiritual emphasis as the respective denominations may consider indispensable for the accomplishment of the whole task."

VOTED, that the Cabinet recommend to the Executive Committee for their consideration and approval, that the organization of the house to house canvass be referred to the Survey Department, and that the matter of organizing plans for the conservation of the house to house canvass and the preparation of a program for the Easter ingathering be referred to the Spiritual Resources Department.

Cabinet Meeting
October 31st.

Bishop Henderson spoke of the M. E. program of evangelism and reference was made to the above action of General Committee and recommendation of Cabinet to Executive Committee regarding the Easter ingathering.

Cabinet Meeting
November 14, 1919

In regard to the proposed House-to-house Visitation or Population Census in relation to the Church Ingathering and Evangelistic Program culminating at Easter, Mr. Diffendorfer suggested:

(1) A population canvass on a national scale could not be organized in the limited time.

(2) The canvass as outlined by Mr. Durham of the International Sunday School Association, which involves city-wide organization, the cooperation of Jews and Catholics, much publicity, the dismissal of the public schools, factories and shops for a simultaneous visitation is not deemed wise by the Home Missions Survey Staff.

(3) The Home Missions Survey Staff are convinced that a population census is necessary:

(a) To determine the programs of certain individual local churches,
(b) To furnish data as a basis for the follow-up evangelistic campaign,
(c) For certain information needed as to the present status of Protestant Church work.

Cabinet Meeting
November 14, 1919

The matter of handling and organization of the Easter Evangelistic program was discussed but no final decision was made. In view of the extra work required of Mr. Doughty in connection with the conference of evangelistic leaders on the 25th, it was voted that he be excused from attending the Vermont conference.

Cabinet Meeting
November 26, 1919

Recommendation was presented from the Educational Group "That the Easter Ingathering be under the direction of the Department of Spiritual Resources; that the matter of a possible Evangelistic Department be left for future consideration.

Dr. Doughty reported a Conference of Denominational

Commissions on Evangelism held on the 25th inst., and presented a recommendation from that conference that the Evangelistic emphasis of the Movement be included in the Department of Spiritual Resources.

Voted that the Evangelistic emphasis, together with the house to house canvass proposed by the Home Survey Department, be turned over to the Spiritual Resources Department to handle until Easter 1920.

It was the sense of the meeting that the strongest possible staff should be secured to specialize on the evangelistic emphasis under the general direction of Dr. Doughty. Voted that a committee consisting of Messrs. Taylor, Mott and Foulkes confer with Mr. Doughty as to the personnel of the evangelistic staff of the Spiritual Resources Department.

Executive Committee
December 16, 1919

It was reported that there has been a conference of the leaders of the denominational Commissions on Evangelism, which had recommended that there be no separate Evangelistic Department in the Movement, but that it be included in the Department of Spiritual Resources. That the Cabinet had appointed a committee consisting of Messrs. Mott, Foulkes, and Taylor, to take any necessary steps towards arranging for the leadership of the Evangelistic Campaign.

January 16, 1920

Dr. Foulkes made a report of the special committee on the Evangelistic Campaign, consisting of Messrs. Mott, Taylor, Foulkes and Doughty. He submitted for the consideration of the cabinet the names of several men who had been selected as suitable leaders for the Campaign. It was unanimously agreed by the members of the Cabinet that Dr. Foulkes was the ideal man to undertake the leadership of the campaign if his other duties would permit him to do so. Dr. Foulkes stated that it was out of the question for him to assume any further obligations at the present time, although he would stand ready to assist and advise any man who might be selected to organize and carry through the campaign. Upon motion, the question of leadership was referred back to the special committee for further recommendations.

Cabinet Meeting
January 22, 1920

It was voted that the Evangelistic Campaign should have first consideration at the next meeting of the Cabinet.

Cabinet Meeting
January 23, 1920

Dr. Doughty presented and read the proposed plans for the Evangelistic Campaign. In the discussion which followed, several slight amendments were suggested and made. Upon motion, it was voted to approve the plan as amended. (Exhibit A).

It was voted that Dr. Clarence Barbour of Rochester, N. Y., be asked to act temporarily as National Director of the Evangelistic Campaign and that he also be asked to serve permanently as an Associate General Secretary of the Interchurch World Movement.

It was voted that a committee, consisting of Messrs. Doughty, Foulkes and Smith, be appointed to lay the foregoing proposals before Dr. Clarence Barbour.

It was voted that the same committee communicate with Gypsy Smith and with George Irving in an endeavor to secure their services in connection with the Evangelistic Campaign.

Presented at Cabinet Meeting
January 23, 1920

EXHIBIT A

PLANS FOR EVANGELISTIC CAMPAIGN

- - - - - - -

1. PRINCIPLES OF ORGANIZATION.

1. Cooperation with denominational agencies through an Evangelistic Council, composed of the executive officers of the Evangelistic Commissions, the Secretary of the Evangelistic Commission of the Federal Council; the Spiritual Resources Secretaries or general executives of the Forward Movements, and the staff of the Spiritual Resources Department. This Cabinet to meet frequently until Easter.

2. The allocation of definite responsibility for features of the campaign to departments of the Interchurch World Movement asking the departments to set aside members of the staff for whole time service in the Evangelistic

Campaign or to secure such workers. The following allotments are suggested:

(1) To the Laymen's Activities Department.

a. Evangelistic meeting and conferences for men in selected centres.
b. Organizing Personal Work.

(2) To Women's Activities Department.

The mobilization of the women.

(3) To Young People's Department.

The mobilization of young people's organizations.

(4) To Publicity Department.

All publicity features.

(5) To the Survey Department.

The follow-up of the Household Surveys

(6) To the Field Department.

The organization of all evangelistic meetings and other field promotion under the auspices of the Interchurch World Movement giving this special emphasis during March.

(7) To other departments.

Assignments as are deemed practicable and necessary.

One main purpose of this division of responsibility among the departments is to make the Evangelistic Campaign the responsibility of the entire Movement and not of any one department.

II. STAFF FOR THE EVANGELISTIC CAMPAIGN.

1. A National Director

2. Associate Directors

1. Following up the Household Survey - City-Maxwell Hall, Rural-John Earles

2. Personal Work George Irving (?)

3. The Mobilization of Women
Mrs. Joseph Appley
Mrs. E. C. Cronk

4. Sunday Schools William A. Brown

5. Young People's Societies
William Ralph Hall

6. Mobilization of Laymen
Daniel Poling
Fred B. Smith

7. Evangelistic Meetings

8. Training and Utilization of State and County Representatives William E. Doughty

9. Creation of Evangelistic Literature

III. Printed Matter Now in Press.

1. 1920 Evangelistic Campaign

2. Personal Evangelism the Greatest Work in the World. George Sherwood Eddy

3. Conversation Circles - Bishop Theodore S. Henderson

4. The Hearts of Men - Excerpts from D. S. Cairns Book, Men and Religion

5. Manual for State and County Representatives

IV. Securing the Services of Outstanding Men for the period of the Campaign.

Clarence Barbour
George Sherwood Eddy
G. Campbell Morgan
Gypsy Smith
Charles L. Doodell and others
Selected pastors such as Joseph Cochran, Harry Rogers and others.
Selected Laymen

V. Main Features during the Intensive Period

1. National Evangelistic Conferences - Feb. 28, 29
2. Sunday, February 29th, A National Day of Prayer and Spiritual Preparation
3. Survey Follow-up Campaigns
4. A chain of evangelistic meetings for men in great centers.

5. Another series for women
6. Nation-wide Campaign to enlist and set at work a multitude of personal workers.
7. Vigorous publicity campaigns through posters, paid ads, bulletin boards and the religious press.
8. Mobilizing the prayer power of the whole church, through meetings for prayer, noon prayer periods, circulation of prayer cycles and other literature.
9. United Evangelistic Campaigns in selected communities.
10. Simultaneous Evangelistic Campaigns in other cities.
11. Country-wide campaigns in selected counties.
12. Widespread circulation of evangelistic literature.
13. Daily reports of Progress, great victories, etc., to be used to stimulate interest.
14. Nation-wide decision day in Sunday Schools and young people's organizations on Palm Sunday.
15. Every church in the country challenged to bring in new members on Easter Sunday.

Cabinet Meeting,
January 27, 1920

Dr. Doughty reported as follows in regard to the selection of men to take leading parts in the Evangelistic Campaigns:

(1) Dr. Clarence Barbour had been approached with a proposal that he affiliate himself with the Interchurch in an official capacity, but that he had stated he could not entertain such a proposition until next fall.

(2) George Irving, while enthusiastic over the plan outlined, had found that it would be impossible for him to arrange his affairs so that he might take a leading part in the work of the Campaign.

(3) Gypsy Smith had signified a deep interest in the plans for a campaign and stated that he would, in all probability, come to the United States and devote himself to the Campaign for the month of March; that he would be obliged to return to Europe at the end of that month, but would come back in the Fall to continue his work in the campaign.

(4) Campbell Morgan had stated that he could not undertake work in connection with the campaign.

(5) Dr. J. W. Cochran of Detroit stated that in fairness to his church he did not consider he should take an active part in the campaign.

It was voted that the committee be authorized to lay before Dr. Cochran a proposal that he become connected with the Interchurch World Movement on a permanent basis, as Associate General Secretary.

Cabinet Meeting
January 30, 1920

It was voted that a deputation, consisting of Dr. Foulkes and Mr. Doughty, be appointed to approach Bishop Henderson and ask him to undertake the leadership of the Evangelistic Campaign.

Executive Meeting
February 3, 1920

Dr. Doughty reported on the Evangelistic Campaign, that the evangelistic leaders of the various communions were cooperating in a very encouraging way - that the Laymen's, Women's and Young People's Departments of the Movement were organizing their part of the Campaign. That the urgent need at present was the securing of an outstanding man as Director of the Evangelistic Campaign culminating at Easter, and meanwhile the Spiritual Resources Department was doing all in its power to carry the plans forward.

Cabinet Meeting
February 4, 1920

Dr. Foulkes reported that he and Dr. Doughty had been in communication with Bishop Henderson with regard to his accepting the position as Director of the Evangelistic Campaign, and that Dr. Foulkes and Dr. Doughty were expecting to go to Detroit to complete negotiations with Bishop Henderson, but owing to illness in Dr. Doughty's family he could not leave.

Voted to ask Dr. Foulkes to interview Bishop Henderson with a view to his becoming Director of the Evangelistic Campaign.

Cabinet Meeting
February 9, 1920

Dr. Foulkes reported on his interview with Bishop Henderson, and that while the Bishop realized the difficulties

involved, making the task well nigh impossible, in view of importance of the work and the urgent call of the Cabinet, Bishop Henderson had consented to come to New York the week of February 17th to assume the leadership of the Evangelistic Campaign, provided he had the co-operation of the staff and that men and money were available to carry the campaign forward.

Cabinet Meeting
February 9th, 1920

Voted to receive the report, and to ask Dr. Doughty to work in close touch with Bishop Henderson during the first week, and that Dr. Taylor assume charge of general matters during Dr. Foulkes'absence, particularly any adjustments necessary in connection with Bishop Henderson's new relation to the Movement as Evangelistic Campaign Director.

Executive Committee
February 13, 1920

Dr. Doughty reported that Bishop Henderson had consented to become Director of the Evangelistic Campaign, providing certain requirements were met by the Interchurch Movement. Mr. Doughty outlined Bishop Henderson's plan for the campaign, including an evangelistic staff to cover work for men, women, students, Sunday School, etc., naming certain individuals to head these groups. Bishop Henderson also outlined plan for a National Evangelistic Conference February 28th and 29th. Immediate action was desired in view of the limited time in which to set up the campaign.

Voted, that a committee, consisting of Messrs. Mott, Doughty, Poling, Cory (with Dr. Taylor as ex-officio) meet immediately on adjournment of the meeting, to consider the plans as outlined by Bishop Henderson and see if the conditions could be met and the men as mentioned be available for the campaign, and if not to see what alternate proposition could be arranged, in the hope of holding Bishop Henderson to this great task.

Executive Committee
March 30, 1920

Dr. Doughty reported that the evangelistic program as a whole was going well, with activity in all parts of the country; that the evangelistic message was strongly emphasized at all of the Pastors' Conferences and will be at the County Conferences. Campaigns are going on in 100 to 150 cities. Forty-six strong laymen in different states have accepted the leadership of work among laymen, includ-

ing luncheons, shop meetings, etc. A large number of meetings for women have been organized, and so far as held to date have been very successful. From a million and a half to two million pieces of literature have been distributed. A special communication, "He Poured Out His Soul" has been sent to 40,000 pastors, and another, "Sealing Kingdom Securities" to 5000 laymen. The campaign will continue until Pentecost, May 29th, and a pamphlet entitled, "From Easter to Pentecost", outlining plans is being widely circulated.

PLAN FOR FUTURE

Cabinet Meeting
May 5, 1920

Dr. Doughty stated that the Spiritual Resources Dept. had in mind National Conferences to be made up of the state representatives of the department, with national denominational people particularly interested in promotion of Bible Study, family worship, intercession and evangelism. Also a series of state conferences to lay before the state representatives and selected individuals of recognized capacity the program and get their suggestions, with the view to going down to the community with the complete program of the Movement.

It was the plan of the Spiritual Resources Department to have a representative in every city and it was hoped that the State organization might be extended to the Counties so that the development of the spiritual resources of the church might be extended down to the last church. Much of this organization had been completed by June 28th, 1920. *

---

* See Chapter V, Pages 9 and 12

MISSIONARY EDUCATION

The relationship between the Missionary Education Movement and the Interchurch World Movement was a subject for discussion during the early months of the work of the Interchurch World Movement. A joint committee representing the Executive Committee of the Interchurch World Movement and the Finance Committee of the Missionary Education Movement reached an agreement as to a working basis on May 6, 1919. This agreement was presented to the Executive Committee of the Interchurch World Movement on May 8, 1919, and unanimously adopted by this committee, *

The following documents show the steps taken by the Movement to continue and enlarge the work of Missionary Education.

On June 9, 1919, at a cabinet meeting, Dr. Hall read a statement which set forth a study made by a small committee representing the educational interests.

It was voted to thank Dr. Hall for this report and to recommend to the executive committee that a committee of three be appointed to consider these recommendations and to organize a Missionary Education Department. On the same day this report was submitted to the Executive Committee meeting and the recommendation of the Cabinet was adopted and the following committee appointed:

Fred P. Haggard
W. B. Millar
Mrs. W. H. Farmer

The report submitted by Dr. Hall is as follows:

---

* Chapter 2, Page 40

I. DUTIES
1. To determine methods, both popular and otherwise, for educating the entire church in regard to the missionary task.
2. To determine the educational values of the missionary surveys, and how best to use them.
3. To prepare literature and other missionary education materials.
4. To initiate and prepare program for missionary educational conferences, institutes, exhibits, community campaigns, etc.
5. To cooperate with denominational and interdenominational agencies conducting missionary education.

II. ORGANIZATION
1. An Executive Staff.
2. A council, to be composed of a chairman and the following persons appointed by the Executive Committee in consultation with the agencies which they represent.
   1. Two men representing the general foreign mission boards of the North.
   2. Two men representing the general foreign mission boards of the South.
   3. Two men representing the general home mission boards of the North.
   4. Two men representing the general home mission boards of the South.
   5. Two women, one representing the Federation of Women's Boards of Foreign Missions, and one representing the Central Committee of the United Study of ~~of~~ Foreign Missions.
   6. Two women representing the Council of Women for Home Missions.
   7. One representative from each of the following national young people's organizations: Baptist Young People's Union, Epworth League, Luther League, Young People's Society of Christian Endeavor.
   8. One representative from the Sunday School Council.
   9. One representative from the International Sunday School Association.
   10. One representative from the World Sunday School Association.
   11. One representative from the Council of Church Boards of Education.
   12. One representative from the Theological seminaries and other schools for training Christian workers.
   13. One representative from the Board of Missionary Preparation.
   14. One representative from the Student Volunteer Movement.
   15. One representative from the Y. M. C. A.
   16. One representative from the Y. W. C. A.

   Other members to be added on recommendation of the Council.

III. PROGRAM OF ACTIVITIES FOR 1919.
1. Complete the preparation of materials projected by the Missionary Education Movement, and prepare other materials that may be needed.
2. Prepare programs for summer missionary conferences of 1920.
3. Cooperate with Sunday School lesson course committees in the preparation of missionary education material.

4. Determine types, number and location of missionary educational institutes, conferences, community campaigns, etc., in consultation with the Field Department.
5. Prepare a card catalogue of persons who may be available for work in conferences, institutes, etc.
6. Advise with the Field Department in regard to the appointment of members on state, county, and other field committees who shall be responsible for the promotion of missionary education.
7. Discover the work of the Missionary Education Department more completely.

SUMMER CONFERENCES

The Summer Conferences which had formerly been conducted by the Missionary Education Movement were assigned to the Field Department of the Interchurch World Movement and Dr. E. C. Cronk put in charge. Dr. Cronk's report is as follows:

REPORT

OF E. C. CRONK, IN CHARGE OF MISSIONARY EDUCATION CONFERENCES OF THE INTERCHURCH WORLD MOVEMENT, 1919.

The seven missionary education conferences were held with splendid success both as to attendance and results attained. Owing to the fact that work was not begun on these conferences until about three months after the programs had ordinarily been printed and distributed, it would not have been surprising had the programs been weak and the attendance small, but we were fortunate in securing at a late date strong speakers and leaders, and there were in attendance 1,852 registered delegates as against 1,292 in 1918, showing a gain of 560, almost fifty per cent, advance on last year's attendance. Two of the conferences, Seabeck and Estes Park, report a capacity attendance and prospective delegates turned away. The Conferences held at the earlier dates, of course, suffered most from the shortness of time for promotion. With one exception, however, Ocean Park, all of the conferences exceeded last year's record. The western conferences increased their attendance one hundred per cent.

Eighteen of the leading denominations were represented in these conferences, and in addition there were three Christian Scientists, one Jewess, and one who reported under the head of Hinduism.

The reports of the Executive Secretaries are full of interest and are submitted herewith as supplemantal material to this report.

BLUE RIDGE, NORTH CAROLINA, June 24 - July 3.

The Blue Ridge conference, Blue Ridge, North Carolina, the first of the series, had a registered attendance of 215, which is the largest number attending this conference since the opening of the Blue Ridge conference grounds. Last year's attendance was 156. Dr. W. D. Weatherford, who is in charge of the conference grounds and who has been present at all former conferences, pronounced this the best one yet held. Almost one hundred per cent of the students were in attendance regularly upon lectures and classes. At some of the lecture periods the attendance was perhaps double the conference enrollment, others on the grounds being anxious to hear the speakers.

The Episcopal delegation was the largest, and their request for certain leaders next fall should have favorable consideration.

The pageant given, "The Striking of America's Hour", was pronounced the best ever given at Blue Ridge.

The closing session was of unusual interest, many expressing their purpose of doing definite work in the missionary fields at home and abroad.

SILVER BAY, NEW YORK, July 4 - July 13

The attendance at Silver Bay was 297, being only two more than the registrations of last year. This conference was perhaps more critically observed by the promoters and leaders of former conferences than any other of the series, Silver Bay being the birthplace of the Missionary Education Movement. Some of the strong leaders of former years could not be secured at the late date when work was begun, and their absence, of course, was felt. On the other hand, we had some of the strong leaders and speakers who have not usually attended these conferences. The program suffered because of the fact that three of the speakers, Bishop Luther B. Wilson, Dr. W. E. Doughty, and Dr. C. P. Hargraves, found it necessary to cancel their engagements. Altogether the general feeling seemed to be that the program had just about

the usual strength of the Silver Bay program. It is of interest to note, for instance, that Dr. Miles B. Fisher, one of the outstanding leaders in this work, expressed his opinion that the mission study program this year was not as strong as that of last, but when he analyzed the program he was constrained to reverse his decision. This perhaps may be true of others.

During the first few days of the conference there was manifested a critical attitude on the part of certain leaders, but later this seemed to have changed, and there was given splendid co-operation on the part of all, every one appreciating the difficulty under which the work had been done and was being done. The attendance, especially on the platform periods, was not satisfactory to those of us who had the chief responsibility. Notwithstanding, when the question of attendance upon lectures and classes came before the conference leaders, the consensus of opinion was that the attendance was in every way satisfactory.

A few of the leaders felt that the schedule was too full, and took the position that the conference ought to be regarded as elective, - a sort of a la carte, - and did not hesitate to express themselves to the effect that it was all right for the delegates to cut some of the classes and lectures.

The custom of organizing the young people into a separate group, in my judgement, had much to do with this unsatisfactory condition of attendance. Boys and girls between sixteen and twenty-one are organized into what is known as the "Servants of the King" and treated as a separate group, amounting to practically a conference within a conference. It seemed to be a foregone conclusion that much of the program would not be adapted to young people, and therefore it was the expectation to improvise for them, in a measure, a separate program. The result was that these young people felt free to stay away from lectures, and their presence on the campus during lecture periods encouraged others to do the same. Those in charge of the "Servants of the King" group realized that this year's program was adapted to the needs of young people, and did the best they could under the circumstances to overcome the divisive effect of the dual program which traditions seemed to make necessary.

Notwithstanding all this, there were many who expressed themselves enthusiastically about the conference.

ESTES PARK, COLORADO, July 11 - July 20.

The Estes Park conference was outstanding in some respects. There was a capacity attendance of 345 delegates, while some

were turned away for lack of accommodations. Last year's attendance was 148.

The Secretary reports that the leaders seemed to be quite unanimous in the opinion that this was the strongest missionary education conference ever held at Estes Park.

Tentative dates were made for the 1920 conference.

ASILOMAR, CALIFORNIA, July 15 - July 24.

The Asilomar conference had a registered attendance of 305 against 153 last year. Reports from this conference indicate that the 1919 conference was of an exceptionally high order. Dr. J. C. Worley says:

> "The Asilomar conference this year was far superior to any we have ever held heretofore. The spirit of the conference could not have been finer. There was a unity of thought and intense devotion that were superb, and all the delegates went away feeling happy and determined to do something worth while this year in their churches along the lines of missionary education. All of us who have followed the development of this work on the Coast for the past five years feel that this conference in every respect was far above any that have been held before."

Dr. Worley says further:

> "The Interchurch World Movement was thoroughly presented. Addresses were clear and concise and produced a profound impression upon all who were present. If there were any doubts in the minds of any before coming, they were dispelled, and every one went away believing in the Movement and pledging themselves to work for it to the limit.
>
> "Fifteen young people definitely decided on some religious calling while they were on the conference grounds. There were also about that many others who had made the decision before. Without doubt this conference was the best we have ever had."

OCEAN PARK, MAINE, July 18th - July 27th

The Ocean Park conference had an attendance of 126, being twenty-four less than that of last year. The explanation of this small attendance is in part that the first Secretary, Dr. Brodhead, broke down after one month in the field, and another Secretary had to be secured. In the second place, the Baptist denomination, from which there should have been one of the largest delegations, was at the

same time promoting a denominational conference to be held on the same grounds two weeks later.

Aside from the small attendance, the conference was a great success and reached a high spiritual tide before it closed. In a personal letter from Dr. Asa M. Parker, who has been the chairman of the New England Territorial Committee and was the presiding officer at this conference, he says:

> "This has been far the strongest conference ever held here, and the community has been deeply impressed by it. There is no question but that another year, with adequate preparation, we can have a very large conference. It may be a good scheme to have a delegation chairman in each New England State through whom the publicity work could be directed and who would see that the former delegates in his State were organized to get others, early in the winter. This might be better than the more centralized responsibility of the former conference committee of the territorial committee, I can make some suggestions for such chairmen a little later."

The Ocean Park conference is handicapped by the lack of some large building for housing the delegates. At the present time they are cared for largely in house parties. Notwithstanding this handicap, splendid work seems to have been accomplished.

LAKE GENEVA, WISCONSIN, July 25 - August 3.

Lake Geneva had an attendance of 332 as against 258 last year. The program was strong, especially the platform work. A somewhat similar difficulty was experienced there to that at Silver Bay in connection with the "Servants of the King" Group. The Executive Secretary guarded wisely this point and thus minimized the difficulty.

Housing conditions at Lake Geneva, being largely tents, are not well adapted to a mixed conference. Ours is the only conference held on the grounds for both boys and girls. Nearly all of our delegates were in tents, the cottages being preoccupied by other guests. Mr. Bachelor's suggestion that a definite understanding should be had with the Management as to just what blocks of tents and what cottages are to be available for our conference, should be heeded. Also, his suggestion that chaperones or counsellors should be placed with the different groups of boys and girls, is a wise one.

The Lake Geneva conference program was slightly heavier than those of the other conference in that the local committee made the first period one for intercession and Bible Study, and lengthened it from twenty to forty-five minutes.

The consensus of opinion was that the Lake Geneva conference was a great success.

SEABECK, WASHINGTON, July 30 - August 8.

The registered attendance at Seabeck was 232 as against 132 last year. A personal letter from Dr. J. H. Matthews deems to indicate that people were turned away for lack of accommodations. The program was strong and the conference reported as being by far the best they have yet held.

Attention is called elsewhere in this report to the active steps they have taken for carrying forward the work.

Especial attention is called to the splendid work done in this conference by Dr. Laflamme. Dr. Voria says:

"His addresses, both at Asilomar and Seabeck, were clear, earnest, interesting, and happy. His class at Seabeck was possibly the most popular. His talks on life service made a strong appeal in both places, but his personality was perhaps an even greater contribution. The people at both conferences will welcome him out here again."

Dr. Matthews says: "He is certainly a prince."

RECOMMENDATIONS AND SUGGESTIONS

Growing out of the experience of this year, the following recommendations and suggestions are made:

I. That the time schedule for the 1920 programs be as follows:

1. 20 minutes for Intercession.
2. 1 full hour for mission study
3. 55 minutes for methods and Bible study.
4. 45 minutes for open parliments and conferences. (This period may be used for group work as often as desired.)
5. 1 hour of Quiet, for rest or study, immediately following the dinner hour.

6. From Quiet Hour to supper, recreation, study, etc., as delegates may desire.

7. Vespers, covering not over 45 minutes.

8. Platform address. (This year there was an address at the Fourth Period as outlined here, making three each day. The feeling was very general on the part of leaders and delegates that there were too many addresses.)

II. That the afternoons be kept absolutely open for recreation, or study when so desired.

This would meet one of the points made by Dr. Millikin, namely, that there should be time given for class preparation. It would also have the effect of making the program appear lighter. There should be no meetings called in the afternoon, for either delegates or leaders of the conference, except in very extraordinary cases. When the leaders are kept for a large part of the afternoon in conference, they feel the pressure and in turn give the impression in the conference that the program is too full.

III. That the program provide for as many periods only as may reasonably be taken by all of the delegates.

In such conferences as these, attended by less than five hundred persons, the esprit de corps is not likely to be good if there is any suggestion made to the delegates to select certain courses and cut out others.

Doubtless to all the delegates the conference will be something of a vacation and rest, but it should be made clear that the conference is held for serious business which requires work. Rest and recreation are provided for in the afternoons.

IV. That for future conferences the program be built primarily for young people (as indeed it was this year); that one period be set apart for group work (No. 4 of the suggested program provides for this): that group organization be discouraged; and that the effort be made to have the entire conference promote the conference spirit.

The idea suggested in some of the papers submitted herewith, that the speaking part of the program was for older people and not adapted to the young, was doubtless preconceived and grew out of the practice in the conference where the suggestions originated,

or organizing the young people of the ages ranging from sixteen to twenty-one into what has been called the "Servants of the King" and then building an independent program for them. In these conferences some of the young people, especially former delegates, seemed to come with the feeling that they were not expected to take the regular program of the conference. In other conferences where no such organization is effected, where practically the same program was given, there was no thought of "cutting" any part of the program, nor was there any thought that the addresses were not suitable for young people.

V. That no encouragement be given to people to register for a conference if they do not expect to take a reasonable part of the program.

Idle people on the grounds are a hindrance to the work. The conference is neither a sanatorium or a reformatory.

VI. That there should be more careful enrollment for class work.

The organization should be so conducted that each delegate may have opportunity to confer personally with the dean or other persons capable of advising. All deans and leaders of classes should therefore arrive on the grounds in ample time for this enrollment.

VII. That ample protection and direction be given to both boys and girls, through chaperones or counsellors.

Various suggestions for this are made in the conference reports.

VIII. That the Church School of Missions be promoted during the coming year throughout the country.

The Seabeck conference took the following action:

"We request the Territorial Committee of this conference to arrange five districts centering in Seattle, Portland, Spokane, Boise, and Vancouver, B.C., whose chairmen shall be

members of the Territorial Committee, who will assist in promoting the Church School of Missions in all of the churches, and also the interest and attendance of the conference for 1920."

The Asilomar conference also took definite steps to promote the work in its territory.

IX. That the status of the former Missionary Education Movement Territorial Committees be determined.

Some of these committees have said they will be glad to serve the Interchurch World Movement if desired. Others are already actively carrying forward the work of missionary education, as, for example, Seabeck and Asilomar.

X. That a committee of strong board representatives of the educational departments be secured to cooperate in the promotion of these conferences.

XI. That the Interchurch World Movement call together the candidate secretaries of the home and foreign boards to discuss plans for Life Work meetings at these conferences.

XII. That at the earliest time practicable the dates for the 1920 conferences be arranged for with the Management of the different conference grounds.

Nothing more than tentative dates have been made at any place.

XIII. That the Interchurch World Movement take under advisement the holding of other missionary education conferences.

There are large areas not at all reached by any of these seven conferences. It is possible, therefore, that in such areas successful conferences could be held.

XIV. That the Movement determine the method or methods of promoting the 1920 conferences, whether by promotion secretaries, or through the boards and former influential delegates, or both.

SUMMARY

SUMMER CONFERENCES 1919

Conference	Attendance Date	Registration 1919	Registration 1918
Blue Ridge, North Carolina	June 24- July 3	215	156
Silver Bay, New York	July 4- July 13	297	295
Estes Park, Colorado	July 11- July 20	345	148
Asilomar, California	July 15- July 24	305	153
Ocean Park, Maine	July 18- July 27	126	150
Lake Geneva, Wisconsin	July 25- Aug. 3	332	258
Seabeck, Washington	July 30- Aug. 8	232	132
	Total	1,852	1,292

Finances

(It would have required an immense amount of work from the accountant to apportion to each conference the exact amount of expenses, but the following figures are approximately correct and near enough to the facts for practical purposes.)

	Receipts	Expenses	Balance	Deficit
Blue Ridge	$ 780.00	$1,050.47	$	$270.47
Silver Bay	1,245.84	1,015.55	230.28	
Estes Park	1,901.60	1,572.12	329.48	
Asilomar	1,042.14	1,416.47		374.33
Ocean Park	716.19	1,278.15		561.96
Lake Geneva	1,518.40	2,092.70		574.30
Seabeck	886.98	886.98*	------	-------
Totals	$8,091.14	$9,312.44	Deficit,	$1,221.30

* The exact amount of expenses for Seabeck conference has not yet been received, but we have information that the receipts and expenses practically balanced.

ECC-EMR

CALLING MILES B. FISHER TO HEAD DEPARTMENT

Cabinet Meeting
September 5, 1919

It was reported that Miles B. Fisher had been called to head this Department, but that it might be necessary to pay him somewhat more than had been contemplated for that position.

Voted that it was the sense of the Cabinet that he be urged to accept the call and that the larger remuneration be made.

Cabinet Meeting
September 17, 1919

Letter was read from Miles B. Fisher, dated September 15th, containing conditions of his acceptance of the Movement's call.

Voted that the Cabinet approve of an affirmative letter going to Dr. Fisher accepting the conditions of his acceptance, as Director of the Missionary Education Department.

Executive Committee
September 19, 1919.

It was reported that Miles B. Fisher had accepted the call to head the Missionary Education Department.

****

The following report was presented at the General Committee Meeting at Cleveland, Ohio, September 24-25-26 and adopted.

COMMITTEE ON MISSIONARY EDUCATION

1. Department of Missionary Education:

The Department of Missionary Education having been recently created by the Executive Committee, there has not been opportunity to prepare plans for its work.

It seems important, however, that special note should be made of the fact that in general the Department will seek to maintain the work formerly done by the Missionary Educational Movement and to realize the ideals of that Movement more fully than was possible in the past.

The fundamental character of missionary education should be recognized and every facility afforded by the Executive Committee to develop that phase of the Movement work.

2. The Literature Department:

This Department of the Interchurch World Movement has a two-fold function: Service and creation. It will assist all the other Departments in the editorial, artistic and mechanical production of all the printed matter, leaflets, books, etc., needed by those Departments. It will also create such general material for the information of the public and the conduct of the work of the Movement as will not be produced by other Departments. Duplication of effort will, as far as possible, be eliminated and the methods of production standardized. This Department ought not only to render a fundamental service for the Movement itself, but also to be in a position to assist cooperating agencies in a large way. The fundamentals of the Department have been clearly differentiated from those of the Publicity and the Periodical Departments.

3. Periodical Department.

This Department will produce all the periodicals of the Movement except the Interchurch Newsletter which will emanate from the Publicity Department. The publications thus far projected are:

First: "World Outlook", up to the present time being issued by the Mission Boards of the Methodist Episcopal Church. It is proposed to take over this popular monthly, enlarge and improve it and also to combine with it "Men and Missions", formerly published by the Laymen's Missionary Movement, the good will and subscription list of this later periodical have already been transferred to the Movement. It is proposed to make this new periodical the most effective missionary publication of the church.

Second: "Everyland", formerly published by the Missionary Education Movement. This monthly will continue to serve boys and girls of the teen age, the demand for such a periodical of a high grade having been fully demonstrated. The subscription list and good will of this publication have been transferred by the former publishers.

Third: To promote the publication, through the various agencies, of such periodicals as "THE NEW DEMOCRACY", in cooperation with the Committee on Cooperation in Latin America.

4. The Exhibits Department.

This Department is projected to take care of expositions, exhibits, pageants and dramatics. There is available for this Department the materials, scenery, properties, costumes and curios of the Centenary celebration at Columbus valued at nearly a hundred thousand dollars. The Missionary Education

Movement has also left us a considerable number of costumes, properties and curios,all of which material will be utilized to visualize to the church the needs of the various fields.

In the branch of dramatics it is proposed to utilize this talent of young and old as a spur to the study of the great program projected. A considerable amount of material is available for this purpose and is being surveyed and compiled, and when printed will be ready to send out to Churches - young people's societies and Sunday Schools. Many small life plays taking from ten to twenty minutes to produce are among the things already in hand. These small episodes of every day life taken from all parts of the world, both home and foreign, should make more real to those who act them and those who see them the problems which confront the church.

5. The Department of Graphics.

This Department has to do with map making of all kinds, also posters and charts of every diversified character. In the making of maps we are distinctly a service department. The preliminary material is obtained by the Field or Survey Departments and put into graphic form by this Department. Our draughtsmen put into these maps power of line, good tone relations and fine color harmonies, so that the facts given are clothed in dignified and beautiful apparel.

There will be required to complete the work of the home surveys some three thousand maps, the foreign survey will have others and still more will be needed for special uses. We are fast building up a map department to handle all of these needs. For making posters, charts and graphs the requirement is for artists rather than draughtsmen. A small force is now working and is to be enlarged as fast as possible. These men will be at your service and will be found an aid to those who are working on propaganda. In this Department the whole field of the art world may be brought to bear directly upon the problems of the Church.

6. The Lantern Slide Department.

The Lantern Slide Department will visualize through illustrated lectures the results of the surveys and the objectives of the Movement.

Its immediate task is to do this for those who have the responsibility of presenting the results of the surveys and the objectives of the Movement to the Churches. The Department will, as far as possible, be ready to help the leaders of denominational forward movements in the production of such lantern slides as they need for their field workers in the prosecution of their field campaigns.

For further cultivation of the field both extensive and intensive, the Department shall generally promote the use of lantern slides by churches in missionary education, and shall produce lectures and slides for use by Churches on a rental basis.

7. Statistical Department.

The work of this Department is the preparation of the statistical findings of the religious bodies of North America for use in educating the Christian Church to its world obligations.

To prepare and set forth in chart form in figures, lines and graphs, condensed teaching points for use in local churches. To relate statistical facts to the lantern so as to connect the program of missions more closely to the financial work of the church.

To work out some suggestive place of statistical reports for the several religious bodies, which will lead to a greater degree of uniformity in reporting church activities.

8. Research and Library Department.

The functions of this Department are:

To serve all units of the Movement in matters of research by maintaining a group of research workers who may be used at the general direction of the department and under the specific guidance of those for whom they make investigations.

To set up and maintain an adequate filing system for all material gathered by the Survey Department and for all other filing material of an informational character which the Movement may accumulate from time to time.

To provide and maintain a small working library for the Survey Department; such library to consist of the few books absolutely essential, and all Board reports and other published documents bearing directly on the survey processes.

9. Sales Department.

The function of the Sales Department will be:

To centralize, as far as possible, all actual sales within the Movement, such as maps, books, charts, pamphlets, stereopticons, and rental of lecture sets.

To coordinate all sales of the Movement and to assume final responsibility for supplying all demands in this line which come to any or all units of the Movement.

10. Publicity Department.

The aim of this department is to keep before the public, through the secular and religious press, the purposes, plans and progress of this Movement.

This will be done in close cooperation with the Field Department and the publicity representatives of the various Boards.

11. Recommendations.

a. That we express the great appreciation of the Interchurch Movement to the secular press for its manifest willingness to report fully the progress of the Movement, and we particularly thank the Cleveland papers for their cooperation in reporting the present meeting of the Committee.

b. We also call attention to the large measure of support which the religious press of the country has given this Movement.

Jas. W. Kinnear, Chairman.

Cabinet Meeting
November 8, 1919

SUMMER CONFERENCES.

The item regarding the Summer Conferences was presented in a memorandum from Dr. Fisher to Dr. Cory regarding the Missionary Education Department shaping the program and choosing the speakers for the summer conferences; the matter of physical equipment, etc., to be handled by the Field Department.

Discussion as to whether the Summer Conferences should be conducted along the line of the former Missionary Education Movement conferences, emphasizing the missionary education, or to be Interchurch Movement Conferences, emphasizing other activities of the Movement.

Voted that the item of Summer Conferences be referred to the Educational Group of the Interchurch Movement for further consideration, to report to the Cabinet at a later meeting.

DR. MILES B. FISHER'S MEMORANDUM TO DR. CORY

Relations between Field Department and the Missionary Edu. Dept.

Following our conversation, may I put in writing our views with reference to our departments where they come closest and where their functions must be made clear by agreement?

1. The matter of Summer conference programs, speakers, and the conduct of such conferences is essentially a matter of such educational purpose and technique that the responsibility for them should rest in the Missionary Education Department. For obvious reasons, this department should shape its program and choose its speakers, in conference with the Field Department and the Speakers Bureau, The conduct of the conference sessions shall be in the hands of the Missionary Education Department in conference with the Field Department.

2. Matters of physical equipment (grounds, buildings, blackboards, care, etc.) delegations, collection of fees, advertising and publicity, should be in the hands of the Field Department in conference with the Missionary Education Department.

3. The summer conferences programs of this department should mainly emphasize missionary education and closely related subjects (including aspects of intercession, stewardship, life work, social service and Bible.)

4. The Field Department shall study the field with reference to location of new conferences, and shall advise with the Missionary Education Department as to new openings. Development of a proposed conference shall rest with both these departments, each doing that part for which it is specially designed, as indicated in Paragraphs 1 and 2.

5. It shall be our policy to encourage the formation of effective interdenominational Missionary Education Committees in each territory served by a summer conference. Such territorial committees shall be expected to exercise a large measure of initiative in shaping programs, in promoting conferences, and in residing at same, they to act not independently of, but in conference with, the Department of Missionary Education in respect to features of education and to presiding at conferences and with the Field Department in respect to promotion.

6. Both departments will undertake to discover opportunities for local institutes for the training of potential leaders of mission study, and opportunities for mission study classes of whatever kind, and will advise one another of such opportunities and of progress made, each department functioning as provided in Paragraphs 1 and 2 above.

7. If the directors of these departments cannot agree in any matter of common concern, the matter shall be referred to the cabinet for decision.

Minutes of a conference held October 17, 1919, 3 P. M., 160 Fifth Avenue, New York City, at the call of Dr. Miles B. Fisher, Director, Missionary Education Department, to make clear the lines of demarkation between this and related departments.

Present: Field Work Dept., Mr. Armour; Conference Division, Dr. Cronk; Graphics Department, Prof. Warner; Literature Department, Dr. Herben; Manufacturing & Sales Div., Mr. Hill; Missionary Editorial Div., Mr. Cogswell; Missionary Education Department, Dr. Fisher.

1. LITERATURE. It was agreed that in the production of missionary education manuscripts, full freedom and responsibility shall rest with the Missionary Education Department, that is, in preparing missionary study texts, reading books, manuals for teachers of missions, impersonations, missionary programs for church, Sunday School, midweek and young people's gatherings.

2. DRAMATIC. As regards dramatic material, it is the sense of this group that the Missionary Education Department should not duplicate the machinery or work of the Dramatics Division; that with perfect propriety suggestions, outlines, or more complete texts may by this Department be offered to the Dramatics Department for its suggestion, criticism, or complete creation.

3. FIELD WORK. To arrange summer conference programs and programs for city leader-training institutes (five days intensive instruction.) To select and secure speakers for such programs. To conduct the conferences and institutes. To confer with Field Work Department as to places where such conferences and institutes shall be held.

It is the sense of the meeting that especially in the coming summer the Missionary Education Department should exercise careful supervision over the getting up of the summer conferences, in order that the experience of the past years may not be missed, and in order to insure that the educational ideals of the summer conferences be conserved. The idea is not to displace the Field Work Department in this, but so to cooperate as to insure that the genius of the summer conference be unimpaired.

Raise the question with the Field Work Department as to what provision shall be made to handle the summer conferences of missionary education; whether formal recognition shall be made of the territorial committees of missionary education that have actively promoted the several summer conferences hitherto.

Refer to Dr. Cory the question who shall open negotiations with the Women's Foreign Missionary Federation of Colorado, with reference to uniting their conference, formerly held at Boulder, with the Missionary Education Conference held annually at Estes Park.

(Mr. Armour, Dr. Herben and Prof. Warner withdraw, as matters concerning their departments are settled.)

4. MANUFACTURERS & SALES. To manufacture books, including purchase of stock, contracting for printing and binding, storing and shipping.

5. It is our judgment that tentative assurances given the Winter Park missionary conference be carried out; that some speakers be furnished by the Speakers' Bureau and, if later correspondence invites, that some member of the Missionary Education Department be in attendance, in order to render what help may be possible this season and to advise respecting future developments.

Cabinet Meeting
November 8, 1919

Dr. Miles B. Fisher presented the following recommendation:

That after consultation with Messrs. Millar, Poling and Edlund, the Department of Missionary Education recommends that, in the negotiations with Miss Anita B. Ferris, the following proposal be authorized: That Miss Ferris be permitted to travel for six months among home and foreign mission fields on approximately half salary and at the expense of the Interchurch Movement. (This engagement likely to begin March 1, 1920.)

Voted to adopt the recommendation of the Missionary Education Department, subject to the approval of the 1920 budget by the Executive Committee.

Dr. Miles B. Fisher presented the following items from the minutes of a conference held on October 17th.

Literature

It was agreed that in the production of missionary education manuscripts, full freedom and responsibility shall rest upon the Missionary Education Department, that is, in preparing missionary study texts, reading books, manuals for teachers of missions, impersonations, missionary programs for church, Sunday School, midweek and young people's gatherings.

Dramatics

As regards dramatic material, it is the sense of this group that the Missionary Education Department should not duplicate the machinery or work of the Dramatics Division; that with perfect propriety suggestions, outlines, or more complete tests may by this Department be offered to the Dramatics Department for its suggestions, criticism or complete creation.

Mamufactures and Sales

To manufacture books, including purchase of stock, contracting for printing and binding, storing and shipping.

Voted to adopt the three foregoing recommendations.

Cabinet Meeting
February 9, 1920

"M. E. M. DEPT. REPRESENTATIVES IN FIELD

Matter was presented of Dr. Miles B. Fisher desiring representatives of the Missionary Education Department in western offices for the purpose of setting up five day intensive City Institutes along the lines of Missionary Education. Dr. Cory felt that this involved the whole question of the educational departments of the Movement functioning through the Field Department as the regular channel of the Movement for its field program.

Voted to refer the matter to the Educational Group, in consultation with Dr. Cory, to bring in a definite recommendation at a later meeting of the Cabinet.

Cabinet Meeting
March 22, 1920

MISSIONARY EDUCATION REPRESENTATIVES IN FIELD

The matter of having special missionary education representatives in the field, which was referred to the Educational Group, in consultation with Dr. Cory, was again brought up. Dr. Cory stated that while the matter had not come before the Group, that the Field Department, without establishing any precedent, had at Miles B. Fisher's request, loaned a man for missionary education work in the field, which covered the situation. *

FINAL REPORT OF MISSIONARY EDUCATION DEPARTMENT

"The Missionary Education Department was discontinued January 1st, 1921, and the activities of the Department were resumed by the Board of Directors of the Missionary Education

---

* See Chapter V, Pages 9 and 12

Movement. The report of the activities of the Missionary Education Department from July 8th until December 31st follows.

This report will survey the various divisions of this Department, namely, the Literature, Conference-Institute, Administration. In the spring of 1920 this Department employed twenty in its staff, exclusive of the manufacturing and sales, which although closely kindred was a separate department. By August we had reduced the staff to nine. By November had taken on three more, making twelve and so continued until the end of the year.

The Summer Conferences were well under way upon July 8. The action of your Committee, which on June 28 had by general order terminated all engagements with the staff, had been supplemented by an order re-establishing so many of the Department as might be necessary to carry forward the conference plans. Conferences were held as follows:

Winter Park, Fla.	June 3-10
Blue Ridge, N. C.	June 25-July 5
Silver Bay, N. Y.	July 9-19
Estes Park, Colo.	July 9-19
Asilomar, Cal.	July 13-23
Ocean Park, Me.	July 20-30
Lake Geneva, Wis.	July 23- Aug. 2
Seabeck, Wash.	July 28 - Aug. 7

The tabulated statement of these conferences follows:

Winter Park Conference was the first venture upon the summer dates for conferences hitherto always held in winter. While numbers were small, the enthusiasm was great and they hope to repeat the conference in successive years.

Blue Ridge Conference exceeded numbers hitherto and surpassed in quality.

Estes Park report a rewarding conference, but there was nothing exceptional in either numbers or attainment.

Asilomar enjoyed the finest conference in its history of seven years.

Seabeck had also the limit in numbers and quite the finest in achievment.

Lake Geneva, while well worth the effort, exceeded former years in neither numbers nor quality.

Silver Bay, by those in long experience - was considered very fine, although it fell under criticism of old time missionary educators by comparison to former years.

Ocean Park contended with local adverse conditions, but reported an exceedingly good conference of less than usual numbers.

The following figures showing the receipts and expenditures for 1920 Summer Missionary Education Conferences, while not absolutely accurate in every case, will be a guide as to the cost of the conferences. As in former years, this financial exhibit does not in most cases include salaries of promotion secretaries, neither does it carry any part of the salaries of secretaries at the New York office who gave their time to the promotion of the conferences. It should be noted also that the speakers and leaders in these conferences who were on the pay-roll of the Interchurch World Movement did not have their traveling and hotel expenses charged against the conferences.

Winter Park, Florida

Receipts

Registrations, Paid	31	
Registrations, Complimentary	8	
Total	39	
Receipts from registrations		$117.00

Disbursements

Expenses of faculty and speakers	$122.00	
Printing and postage	154.45	
Deputation	44.67	
Publicity	87.95	
		410.06
	Deficit	$293.06

Suggested dates for 1921 conferences, June 7th-June 17th, 1921.

Blue Ridge, North Carolina

Receipts

Registrations, paid	333	
Registrations, complimentary	64	
Total	397	
Receipts from registrations	$1660.00	
Receipts from other sources	141.96	$1801.96

Disbursements

Expense of faculty and speakers	$1266.38	
Printing	476.78	
Postage	93.07	
Registrations refunded	135.00	
Sundries	101.30	
		2072.53
		$ 270.57 Deficit

Note.- The Treasurer's book shows items of salaries amounting to $114.58 paid out of the conference fund, resulting from the discontinuance of the staff in the midst of the conference. The item "Sundries" amounting to $101.30 is made up chiefly of expenses incurred by various state offices in promoting the conference, such as postage, travel.

Suggested dates for 1921 conference, June 24th-July 4th, 1921.

Subscriptions for the coming year, $736.00 to be used in promoting Blue Ridge Conference.

Silver Bay, New York.

Receipts

Registrations, paid	297	
Registrations, complimentary	53	
Total	350	
Receipts from registrations	$1475.00	
Receipts from other sources	204.69	$1679.69

Disbursements

Expenses of faculty and speakers.....	$1422.54	
Printing.....	255.85	
Postage.....	16.46	
Sundries.....	15.88	$1710.73
		31.04 Deficit

Subscriptions for the coming year .. $889.00
Suggested dates for 1921 Conference.

Note.- It is evident that part of the expenses, such as postage must have been paid by the State office and not charged against the conference. This may be true also regarding the printing, but my impression is that Mr. Walker did not issue a great deal of literature. This item, therefore, may cover all the printing done for the Silver Bay Conference.

Estes Park, Colorado.

Receipts

Registrations, paid.....	218	
Registrations, complimentary....	52	
Total	270	
Receipts from registrations..	$1003.00	
Receipts from other sources..	126.10	$1129.10

Disbursements

Expenses of faculty and speakers.....	$614.38	
Printing.....	666.33	
Postage, not reported conservatively	100.00	
Deputation, travel, etc.....	179.03	
Registration refunded.....	60.00	
Express.....	49.27	
Telegrams.....	29.11	
Sundries.....	133.04	$1831.06
		702.17 Deficit

Subscriptions for the coming year $192.34
Suggested dates for 1921 conference.

Asilomar, California.

Receipts

Registrations, paid.....	167	
Registrations, complimentary	53	
Total	220	
Receipts from Registration...)		
Receipts from other sources..)		$869.90

Disbursements

Expenses of faculty and speakers...		
Printing.....		
Postage.....		
Sundries.....		$1209.07
		$ 339.17 Deficit

Note.- Dr. Shaw's report for Northern California shows an item of expense charged against the conference amounting to $227.25. From this we infer that Dr. Worley's report covers expenses incurred after the state offices were discontinued and he took charge of the conference. The probable deficit, therefore, would be $499.75.

Suggested dates for 1921, July 19th-July 29th, 1921. Subscriptions for the coming year, $1133.50, of which $339.17 was applied to deficit and balance to Pacific Coast budget.

Ocean Park, Maine.

Receipts			
Registrations, Paid.....	70		
Registrations, complimentary.....	16		
Total	86		
Receipts from registrations.....			
Receipts from other sources.....		$624.90	
Disbursements			
Expenses of faculty and speakers.....		$390.98	
Printing.....		200.26	
Postage.....		51.31	
Sundries.....		7.75	$650.30
			25.40 Deficit

Suggested dates for 1921 Conference
Subscriptions for the coming year, over $450.00

Lake Geneva, Wisconsin

Receipts			
Registrations, paid.....	278		
Registrations, complimentary.....	59		
Total	336		
Receipts from registrations.....		$1273.00	
Receipts from Sunday offerings.....		244.00	$1517.00
Disbursements			
Expenses of faculty and speakers.....		$905.96	
Printing and multigraphing.....		744.52	
Postage.....		85.20	
Sundries.....		32.58	1768.26
			251.26 Deficit

Note.- It is evident from the amount of printing and multigraphing done that a large portion of the postage used in sending out this literature was paid by the State office and not charged against the conference.

Suggested dates for 1921 conference, August 2nd-August 12, 1921.
Subscriptions for the coming year, $119.10 paid.

Seabeck, Washington.

Receipts			
Registrations, paid	129		
Registrations, complimentary.....	40		
Total	169		
Receipts from registrations.....		$629.50	
Receipts from other sources.....		38.55	$668.05
Disbursements			
Expenses of faculty and speakers.....		$425.45	
Printing.....		595.85	
Postage.....		106.25	
Sundries.....		54.56	1178.09
			$ 510.04 Deficit

Suggested dates for 1921 conference.
Subscriptions for the coming year, $546.00

General Note.- The cost of printing at the New York Office, for the series of conferences, amounted to $1,547.50. This includes the 42,000 preliminary announcements, 50,000 information folders, 3,500 sets of registration cards, and two small folders on Vision and Prayer intended for the delegates.

Denomination	Winter Park	Blue Ridge	Estes Park	Asil-omar	Sea-beck	Lake Geneva	Silver Bay	Ocean Park	Totals
Presbyterian	10	72	63	58	59	85	140	3	490
Episcopal	4	172	5	8	1	3	20	1	214
M. E.	7		109	16	15	55	50	7	259
Congregational	8	5	31	34	54	94	90	53	389
Baptist	5	12	19	31	13	30	31	14	155
Disciples		36	23	37	20	37			153
Lutheran	1	27	3			6	1		38
Friends				11				2	13
U. Pres.			8	2	2	1			13
M. E. South		48		1					49
Reformed			1	1	1		13		16
U. B.			6						6
Evangelical							4		4
Christian	3					12			15
Universities						2		7	9
Ch. of Breth.						5			5
Miscellaneous					3	11			14
	39	372	268	219	168	341	349	87	1842

The conferences of 1920 were committed to the Field Department for initial cultivation, publicity, contracts and registration. The Missionary Education Department was responsible for making up the program, for securing speakers, and for conducting the conferences themselves. The Field Department planned to do well by the conferences; two considerations made against expected success: (1) The Financial Drive in its second stage required the services of all Field men to the inevitable detriment of the full promotion of the conferences. (2) With the best of feeling and desire it was inevitable that sometimes both should be in the same task and that some task should fall undone between the two. Experience does not encourage this theoretical division of the one undertaking between the two departments.

The following list shows under its various headings all of the publications with which the Department is now concerned. We bear the sole responsibility for all of these publications with the exception of those listed under III, which includes the books which we have agreed to publish jointly with the Council of Women for Home Missions. No mention is made of reprints of previous publications for these will be shown in the report of the manufacturing department.

The Sub-Committee on Adult Literature has approached the Chairman of the Central Committee on the United Study of Foreign Missions regarding joint publication with them in that year of an adult study book on India by Dr. D. J. Fleming, and has had a favorable

response to the overtures. It has been the plan of the Sub-Committee to complete the joint outline with the Central Committee and the negotiations with Dr. Fleming early in January.

I. New Publications now in press.
1. The Mission Study Class Leader by T. H. P. Sailer.

II. New manuscripts now being prepared for press by the Department.
1. The Why and How of Foreign Missions (revised edition) by Arthur J. Brown.
2. Book of Junior Stories by Mrs. Cronk and Mrs. Lewars.

III. Joint Publications with Council of Women for Home Missions, already announced as the home mission study program for 1921-22.
1. An adult study book FROM SURVEY TO SERVICE by H. Paul Douglass.
2. A young people's book PLAYING SQUARE WITH TOMORROW by Fred Eastman.
3. A junior book, STAY AT HOME JOURNEYS by Agnes Wilson Osborne.
4. Suggestions to Leaders for Mrs. Osborne's book.

IV. New manuscripts contracted for and now being written by authors.
1. Young people's foreign book for 1921-22 by J. Lovell Murray.
2. Set of home mission primary picture stories for 1921-22 by Anita B. Ferris.
3. A practical handbook for church groups on the presentation of missionary educational dramatics by Anita B. Ferris.
4. World Friendship cut-outs for children: A Japanese Home and an Indian Home in the Southwest. Drawings by Prof. L. A. Warner.

V. Publications authorized by the Sub-Committee on Elementary Literature and announced as a part of the program for 1921-22, but for which no contracts have been made or expense incurred (except minor expense for pictures.)
1. Foreign primary pictures story set: Children at Home Around the World.
2. Foreign picture sheet: The Missionary at Work.
3. Home picture sheet: Homes of the Children of America.

VI. Publications demanded as a part of the educational program for 1921-22, but for which no contracts have been made.
1. Suggestions to leaders for the following books:
WHY AND HOW OF FOREIGN MISSIONS.
Mr. Murray's Book
Mrs. Cronk's Book
PLAYING SQUARE WITH TOMORROW FROM SURVEY TO SERVICE.

The total sales of the Missionary Education Movement in 1919 were $94,826.82. In 1920 we sold 233,784 books, 3,733 maps, 19,950 suggestions to leaders, 29,749 missionary plays, etc., 11,127 pamphlets, 5,140 pictures, mottoes, stamp books, etc., 5,955 picture stories, and 10,643 picture sheets, making a total of 320,081 books, etc., sold in the year.

The Department has been considerably impaired in its service by dropping Miss Helen L. Wilcox, specialist in dramatics, and Miss Anita B. Ferris, specialist in pageantry and story writing, and who was, at the time of the sharp curtailment in July, on the West Coast and in the midst of her tour of mission stations, home and foreign. It had been our hope that she might have first hand experience, thus qualifying her for a new measure of technical service for our constituency in both story writing and in the writing of pageants and plays. While Miss Ferris would gladly render any service in her power with the new information obtained through her visit of home mission fields, it is obviously impossible for us to command her services now that we have qualified her for added usefulness.

I desire to record my appreciation of the efforts of the Business Men's Committee to conserve the interests of the Department of Missionary Education, and to make testimonial of their generosity toward this Department. Your Committee might with fair showing of reason have cut off this Department as it did all others in July, and I have been at pains to state in my report to the Board of Managers of the Missionary Education Movement my conviction on this point.

"Acknowledgment should here be made of the generous action of the Interchurch World Movement when the Missionary Education Movement was taken over. Approximately $20,000 of the latter's floating debt was paid by the Interchurch, for which sum no note was taken by the Interchurch nor was any claim affirmed against the Department. The money was a gift outright. During the year and a half or more through which the Interchurch financed the Missionary Education work, the Movement's policy was considerate and generous. The plan was to make possible the expansion of our work and program until it should discover and meet the denominations' enlarging needs in Missionary Education. After June 28 and the failure of the Interchurch World Movement's plans for financial support, the Business Men's Committee of the Interchurch, with which power rested, continued a policy of marked liberality toward this Department. While there would have been justification in law and in fact for turning this Department back to the Board of Managers of the Missionary Education Movement, this Department was financed by the Interchurch with the least necessary impairment until December 31, 1920."

Permit me to record my appreciation of the fair and friendly relations that have been consistently sustained between your Committee and myself. These months have inevitably been filled with vicissitudes and trials and suspense. Only a generous spirit on your part and a sustaining faith in the worth of the ideals we have cherished could have kept our relations so harmonious and friendly. (Signed.- Miles B. Fisher, Director Department Missionary Education).

RESOLUTION AND AGREEMENT OF DISCONTINUANCE

Missionary Education Department

Sub-Committee of Business Men's Committee

Dec. 14, 1920

The relationship of the Interchurch World Movement and the Missionary Education Movement was discussed and the following action taken:

> WHEREAS the affairs of the Interchurch World Movement, particularly as regards the rental situation, have reached a crisis and the necessity for drastic action seems unavoidable,
>
> BE IT RESOLVED THAT the Sub-Committee of the Business Men's Committee notify the Board of Managers of the Missionary Education Movement that the Interchurch cannot assume responsibility for the expenses of the Missionary Education Movement after December 31st, 1920.
>
> BE IT FURTHER RESOLVED THAT a Committee of the Board of Managers of the Missionary Education Movement be invited to immediately confer with the Sub-Committee of the Business Men's Committee in regard to questions of property, etc.

A G R E E M E N T

THIS AGREEMENT made on the 30th day of December, 1920, by and between the MISSIONARY EDUCATION MOVEMENT, a corporation organized under act of the legislature of the State of New York, hereinafter called the "Missionary Movement," party of the first part, and the INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA, a membership corporation, hereinafter called the "World Movement," party of the second part, W I T N E W W E T H that,

WHEREAS, the Missionary Movement was duly incorporated as aforesaid prior to the year 1914 and from the date of its incorporation has duly maintained its corporate existence, and

WHEREAS, prior to the year 1919 the said Missionary Movement had received in gifts and donations sums of money in excess of Twenty-five thousand ($25,000) Dollars, known as its "Publication Fund," which it had set apart as a separate and distinct fund to be used for the sole purpose of paying the cost of publications under the direction of the Publication Department of the Missionary Movement, and when such publications were sold to use the money received therefrom as a revolving fund for paying the cost of further publications so that as long as the Missionary Movement maintained a separate corporate existence, there should always be a fund represented either by cash or by investment in publications together with any cash on hand from sales which should amount to a total of at least twenty-five thousand

($25,000) Dollars, and

WHEREAS, the Missionary Movement has always kept and retained its right, title and interest in and to the said "Publication Fund," but agreed that the said fund might be subject, for the time being, to the direction of the World Movement for use in the publication of missionary books, subject to the express stipulation that such direction should cease whenever the World Movement terminated its co-operation in publication of missionary books, and

WHEREAS, the World Movement finds it impossible to continue and has ceased the direction and co-operation in all publications,

NOW, THEREFORE, the Missionary Movement and the World Movement, in consideration of the premises which each agrees to be correct, and of the mutual promises hereinafter set forth and other good and valuable considerations, receipt of which by each of the parties hereto is hereby acknowledged, do agree as follows:

FIRST: The World Movement agrees and hereby does expressly relinquish all direction of the investment of the said "Publication Fund," and does hereby release and transfer to the Missionary Movement (1) all copyrights taken out by the World Movement in connection with missionary books, (2) possession of the book stock, both finished and in course of manufacture, paper stock, manuscripts, book plates, electros, cuts, photographs, illustrations and other properties, repre-

senting the investment of the said "Publication Fund" together with the Reference Library.

SECOND: The World Movement agrees to pay all the bills of the Missionary Education Department which fall due within the budget authorized and approved by the Business Men's Committee of the World Movement, up to December 31st, 1920.

THIRD: The Missionary Movement agrees that the World Movement shall be entitled to all the receipts that come in from its Missionary Education Department sales up to December 31st, 1920.

FOURTH: As of December 31st, 1920, all Accounts Receivable and all Accounts Payable on account of the Missionary Education Department of the World Movement are transferred to the Missionary Movement.

FIFTH: The World Movement agrees that the Missionary Movement shall, from the date of this agreement, have the conduct of summer conferences, schools of missions and institutes.

SIXTH: If the Missionary Movement stays in its present quarters at No. 45 West 18th Street, New Y ork City, subsequent to the first day of January, it agrees to pay the World Movement rental for the space now occupied by it at the rate of Twe Hundred and Fifty ($250) Dollars per month.

IN WITNESS WHEREOF, the party of the first part has caused this agreement to be signed by the Chairman of its

Board of Managers, and its seal to be hereto affixed, and the World Movement has caused this agreement to be signed by the Sub-Committee of its Business Men's Committee thereto duly authorized, and its seal to be hereto affixed, the day and year first above written.

MISSIONARY EDUCATION MOVEMENT,

By Samuel Thorne, Jr.

Chairman, Board of Managers.

INTERCHURCH WORLD MOVEMENT OF AMERICA,

By Jas. M. Speers

Raymond B. Fosdick

Sub-Committee of Business Men's Committee.

LIFE WORK DEPARTMENT

The recruiting program of the churches received attention early in the work of the Interchurch World Movement. Dr. J. Campbell White was called to direct the work of this department. At an Executive Committee Meeting, April 9, 1919, the following statement was made:

> Mr. White reported that a meeting was to be held at Wallace Lodge on April 10th-11th with representatives of all Life Work Recruiting Agencies, to study how they may profitably be supplemented by the work of the Interchurch Movement. It was thought wise to study the situation and confer with those who are already at work on the problem before attempting to frame up our policy.

REPORT OF WALLACE LODGE MEETING

Your Committee on Findings begs leave to submit the following:

This informal Conference assembled at Wallace Lodge, Yonkers, N.Y., April 10-11, 1919, recommends to the Life Work Department of the Interchurch World Movement.

(1) That there be secured immediately from the several agencies of the Church carrying on work at home and abroad detailed information as to the number of qualified workers they are prepared to engage and set to work (1) during the year 1919 (2) during the year 1920. These two lists to be made up of two sections:

(a) The workers required on the basis of present income:

(b) The workers required if calls for new workers from the fields (which are now in hand) were fully met.

2. That in the months immediately ahead the Life Work Department should concentrate its efforts on the task of securing with the help of existing agencies which recruit workers, a sufficient number of men and women (already professionally qualified) to meet these immediate requirements. It is important that these workers be secured with as little delay as possible in order to give time for special training before entering upon their work.

3. That the surveys of the Home and Foreign Fields now arranged by the Interchurch World Movement be so planned as to

put before the Church information as to the qualified workers needed if the need for workers at home and abroad is to be met.

4. That a committee of ten or fifteen experienced workers, who can easily be brought together, be appointed to make a thorough study of the program of the Life Work Department and to present a report to the Life Work Section of the All Board Conference to be held April 30 to May 1.

Respectfully submitted,

C. Franklin Ream, Chairman
Helen B. Calder
Anna R. Atwater
W. H. Crother
F. P. Turner, Secretary, Committee on Findings

OUTLINE OF THE LIFE-WORK DEPARTMENT

I. FUNCTION OF THE LIFE-WORK DEPARTMENT

1. To cooperate with the Recruiting and Training agencies of Protestant Churches in discovering, enlisting and training the employed workers needed for an adequate Christian program at home and abroad.

2. To lay an equal burden of responsibility upon all other Christian young men and women to dedicate their lives to Christian service as volunteer workers.

II. PHASES OF WORK.

1. Recruiting Division.

(1) To help Church leaders and members to realize the importance of adequate and qualified leadership in the rapidly expanding work of the Church.

(2) To promote the widest possible presentation among young people both of the facts of world need and the proper principles upon which to make life decisions. To enlist the fullest possible cooperation of all pastors, churches, homes, Sunday Schools, Young People's Societies and other Church agencies in this work.

(3) To discover or create suitable literature for a comprehensive and continuous educational campaign on this subject.

(4) To strive to develop the best possible Recruiting Agencies in all Churches and Candidate Departments in all Mission Boards.

(5) To define and describe clearly the Christian callings open to various types of employed workers at home and abroad.

(6) To develop any new types of work needed for the highest efficiency of the Church, such as: Religious Work Directors of individual Churches or groups of Churches.

(7) To cooperate with Boards of Education and Mission Boards in enabling poor students to secure their educational preparation.

(8) To promote cooperation on the part of ministers and public school teachers in helping young people to find themselves and their life-work. This should include some addresses by pastors to High School students, outlining fields of work and principles to be kept in mind in making life choices. It should also be possible to secure a much more ample presentation of the distinctly Christian callings in the textbooks on vocation used in the public schools of the nation.

2. <u>Vocational and Training Division.</u>

(1) To select and train vocational counselors, so as to bring expert advice within reach of as many young people as possible throughout the entire Church. To assist all pastors and Church leaders in dealing with young people on the question of their life-work.

(2) To encourage and promote suitable and adequate training for all types of Christian work:- rural workers, religious education directors, religious work directors,etc., as well as ministers and missionaries.

(3) To list the young men and women of character, capacity, and training, throughout the nation, and rate them so as to have available a classified list of suitable persons to approach in order to meet emergencies or specific needs for any kind of employed Christian service, as well as to rate those who are definite candidates for Christian callings.

(4) To create a clearing house for workers seeking suitable fields, and agencies seeking workers, especially in the Home field, to supplement the work now being done by the Student Volunteer Movement.

III. SOME RECOGNIZED FACTS AND PRINCIPLES.

1. The home is the seed-plot out of which Christian leaders naturally spring. Everything possible should be done to make it spiritual in atmosphere and purpose. Christian parents should everywhere be challenged to help their children to find God's plan for their lives and follow it.

2. The first strong impulse to give life to Christian service generally comes to young people before they reach eighteen years of age.

3. God has a perfect plan for every life. All young people should be led to seek it and follow it. Our field therefore is as wide as the young life of the Church and might properly include the young life of the nation.

4. No greater service can be rendered young people than to lead them into their divinely appointed life-work.

5. The general deep interest of young people in finding their life-work suggests the possibility of this being the best approach even to the unconverted in leading them into a spiritual interpretation of life.

6. The chief method of securing workers which was urged by Christ Himself is Prayer. Only as the leaders and members of the Church pray for the needed laborers, will there be either the spirit of sacrifice which produces them, or the spirit of loyalty that follows and supports them after they are secured.

IV. PROPOSED FEATURES OF FIELD CAMPAIGN, November, 1919 - June 1920.

1. Presentation of the Life-Work Message as an essential part of all Interchurch Convention and Conference Program.

2. Wide Exploitation of the best life-work literature
(1) What? (2) How?

3. (1) Series of special meetings for boys and girls of High School age in connection with each County Convention.

Features:

(a) Lantern Lectures on Phases of Christian Work at Home and Abroad.
(b) Discussion of Fundamental Principles in Choice of Life-Work.
(c) Emphasis on Christ's Claims upon All Life.
(d) Emphasis on Thorough Preparation for Life's Work.
(e) Organization of Groups to Study Textbooks, such as:
(a) "Making Life Count" by Eugene C. Foster;
(b) "The Will of God and a Man's Life-Work" by H. B. Wright (abridged edition).
(f) Discovery of those who are thinking seriously of entering some form of Christian work, and linking them up to their pastors for further shepherding.

4. One or more special meetings for selected college graduates, in connection with each County Convention, to lay before them the present emergency and to secure information about those willing to consider Christian work, appointing in each County, a Life-work Committee to follow up this work, and also the work among High School students.

5. A series of special meetings in each College, University, and Professional school, to present the call of the Church for employed leadership and for volunteer service. A Life-Work Committee should be appointed in each institution.

6. The appointment of a Life-Work Committee in every Church to study and work with the pastor in a comprehensive and continuous cultivation of this field.

7. An organized campaign by the Christian Colleges of each State among High School juniors and seniors, to lead them to consider going to College. This is to be conducted from April to June. A supper meeting is desirable wherever possible.

General Committee Meeting
Cleveland, Ohio, Sept.24-26,1919.

REPORT OF COMMITTEE ON LIFE WORK DEPARTMENT

I. STATEMENT OF PRINCIPLES.

1. It should be the aim of the Life Work Department.

   a. To carry the message of the Department to all young people in the membership of (or affiliated with) the Protestant churches of the United States.

   b. To carry on its work in cooperation with all Protestant agencies having to do with the discovering, enlisting and training the employed workers required for the Christian program at home and abroad.

   c. To so present the Life Work message that it will result in enlisting a sufficient number of able workers when properly trained adequately to staff all the agencies of the denominations at home and abroad.

   d. To lay an equal burden of responsibility on young men and women who can never become professional full-time workers, to dedicate their lives to Christian service definitely and concretely as volunteer workers.

   e. To base the message of the Life Work Department and the call to the dedication of life to Christian service on the principles laid down by Christ Himself, recognizing that, unless the decision to take up Christian work is grounded in the dedication of one's self to Christ as Savior and Lord, and in a consciousness of divine call, it will have no sure and permanent foundation.

   f. To develop and carry on a system of vocational guidance with regard to Christian callings looking to the objective of having in every community vocational counselors who

will be trained for this service.

2. The Life-Work Department is not a selecting or appointing agency. Selecting and training are the functions of Boards and Agencies which appoint and maintain the workers - the Boards working singly or in co-operation.

II. Groups and Workers whose cooperation is needed.

1. The Christian Home.

2. The Pastors of Churches.

3. Leaders and teachers in Sunday Schools, teachers in primary and high schools and Professors in colleges, Mission Boards, Educational Boards, Student Volunteer Movement, leaders of young people's societies, of Young Men's and Young Women's Christian Associations, and of other agencies working among young people.

III. Methods of Work

To develop the most efficient methods of reaching Christian parents, pastors, teachers and professors in order to help them to an understanding of their opportunities and responsibilities in the guiding of young people in their life-work decisions and to develop, in cooperation with other agencies, plans of reaching young people with Life Work Message.

1. Through such literature as may be necessary to accomplish this end; e.g., Books, pamphlets, articles in the press, libraries, lantern slides, etc.

2. Through Bible, mission and social study courses relating to the principles which should guide in the choice of a life-work.

3. Through Conferences and Conventions.

a. As far as possible present Life Work Message in all Conferences and Conventions held under the auspices of the Interchurch World Movement and to cooperate in the Conferences held by all young people's societies and other agencies reaching young people.

b. On vocational guidance to which will be invited carefully chosen men and women who are qualified to become vocational counselors.

c. For pastors at which the best experience will be put at the disposal of pastors.

d. For parents in communities where other Conferences and Conventions are held, there should be conducted special meetings.

IV. Use of Cards among young people.

1. To facilitate relating to their pastors boys and girls who manifest special interest in life-work choices, a "Card for Information" should be used. On this would be recorded such facts as the name, address, age, school, church, membership or preference, name and address of pastor, name and address of parents or guardian and the simple statements of willingness to become a Christian Worker, preference as to work, and desire to secure further information.

2. All "Cards of Information" to be sent to the Pastors with a covering letter, giving suggestions as to best methods of helping boys and girls in this critical period.

V. Helping in the immediate problem of securing men and women for posts requiring workers at present or in the near future.

1. Make available all information as to positions calling for workers, cooperating with the agencies which are now collecting such information so as to avoid duplication of effort.

2. Secure information concerning possible candidates and file same with agencies concerned, cooperating especially with the Student Volunteer Movement,- exercising the care necessary to avoid all duplication.

3. a. At all conferences and conventions give one or more sessions to present calls for workers, laying special emphasis on qualifications, training and experience necessary.

b. Hold a special meeting for those who are interested, securing further information on a blank concerning each person who is willing to offer himself or herself for service; this blank to call for such information as name, address, age, church membership, name and address of pastor, educational qualifications, practical experience in business or professional life, etc., and preference as to work to be undertaken.

c. Send all names and the information to the pastors with a covering letter and duplicates of letters and cards of information to be sent to the proper agency of the Denomination with which the pastor is connected.

4. Cooperate with all agencies now in this field, for example; Candidate Departments of Mission Boards, Educational Departments, Federation of Women's Boards, Student Volunteer Movement, Young Men's and Young Women's Christian Associations, Young People's Societies, etc., in holding special meetings, to centers where large numbers of graduates are residing at which the present and immediate needs of these agencies for qualified workers will be adequately presented.

VI. There should be appointed an Advisory Committee on the Life Work Department, which should have in its membership representatives of the Candidate Departments of mission boards, educational boards and the Interdenominational agencies such as Y.M.C.A., Y.W.C.A., Sunday Schools, Student Volunteer Movement, etc.

VII. F. P. Turner is nominated as a member of the Budgeting Committee.

F. P. Turner, Chairman

Ross A. Hadley

Ida W. Harrison

Katherine S. Westfall

Committee on Life Work Department.

INTERCHURCH WORLD MOVEMENT: LIFE WORK COMMITTEE

MINUTES of Meeting Held at 25 Madison Avenue
New York City, Tuesday, October 28, 1919.

Meeting called to order at 10 o'clock by Dr. J. Campbell White, associate secretary of the Interchurch World Movement, in charge of the Life Work Department.

Prayer was offered by Dr. White.

A general statement was made by Dr. White, outlining the general organization of the Life Work Department, stating the object of the present meeting, presenting the agenda, and asking for the election of temporary officers.

Dr. J. Ross Stevenson was elected temporary chairman, and Mr. James H. Lewis, temporary secretary.

Motion: The agenda as presented by Dr. White shall be adopted as the program for the day. Passed. (Agenda attached).

Dr. White presented the names of the proposed members of the Life Work Committee, stating that although not all Boards are here represented, nevertheless, a most careful effort has been made to secure a representation of all the larger organizations having to do with the recruiting, training and selection of personnel for religious work.

The question was raised as to the authority of this Committee, and Mr. F. P. Turner read the following paragraph which was adopted by the General Committee of the Interchurch World Movement meeting at Cleveland, September 24-26, 1919, providing for the organization of a Life Work Committee to work with the Life Work Department. It read as follows:

> "There should be appointed an Advisory Committee on the Life Work Department, which should have in its membership representatives of the Candidate departments of mission boards, educational boards and the interdenominational agencies such as the Y.M.C.A., Y.W.C.A., Sunday Schools, Student Volunteer Movement, etc."

Motion: Dr. White is requested to read the findings of the General Committee of the Interchurch World Movement meeting at Cleveland September 24-26, 1919, as to the functions of the present Advisory Committee. Passed. The report was read.*

---

* See Page 54
Agenda Attached (See Page 69)

Motion: The findings of the General Committee of the Interchurch World Movement (meeting at Cleveland, September 24-26, 1919) shall be copied immediately and placed in the hands of all the members of this committee. Passed.

Dr. Stevenson requested to know whether the Executive Committee of the Interchurch World Movement is to be called upon to approve the personnel of this committee. In reply Dr. White stated that it would be done after the judgment of this committee is expressed. This committee, however, is to be regarded as an advisory committee to the Life Work Department.

The request was made to know how far the advice of this committee would be followed by the Life Work Department. In reply Dr. White stated that the Department would inaugurate no work which is independent of this committee or of the judgment of the Executive Committee. All matters having to do with the expenditure of money, however, must go to the Executive Committee.

A request was made to know who constituted the Life Work Department. In reply Dr. White stated that the Department consisted primarily of the employed staff of which he is the executive head and director. There has been no committee appointed by the Executive Committee to act with the Life Work Department, but he is expecting the present committee to act in the relationship suggested by the Executive Committee as quoted above (from the findings of the General Committee of the Interchurch World Movement at Cleveland, September 24-26, 1919).

Motion: It is the understanding of this committee that it be regarded as having an advisory relation to the Life Work Department of the Interchurch World Movement, and that it is working on the basis of the action taken by the General Committee of the Interchurch World Movement at Cleveland, Ohio, September 24-26, 1919. Passed.

Motion: A sub-committee of three shall be appointed by the chairman to revise the suggested present list of members of this committee. Passed.

Motion: A standing committee of this present body shall be appointed, from New York and nearby territory, which shall act ad interim for this entire Life Work Committee.

Motion: The above motion shall be laid on the table. Passed.

The request was made to know the general plans for field work during the coming months. In reply Dr. White stated:

1. General state conferences, under the direction of the Field Department of the Interchurch World Movement, will be held December 2-20, 1919. There will be ten teams to cover the entire country.

"It is hoped that at least one member of each team will be particularly designated as a Life Work representative. The speakers for these conferences will assemble at Atlantic City next week. At these state meetings, it is hoped to have selected representatives from each county, and the Life Work Department is asking that of these representatives from each county, one shall give special attention to life work, while another gives special care to stewardship, another to missionary education, another to the emphasis of spiritual resources, etc.

2. After January 1, there shall be held:
(a) A series of pastors' conferences for all the Protestant pastors in each state.
(b) Immediately following the pastors' conferences will be held county conventions (approximately 2500).
(c) Parallel to (b) will be held a special series of conferences for high school students.
(d) A great college campaign, the outlining of which will be presented later in this meeting.
(e) A special program to be prepared for graduate students and for graduated students in strategic centers.

Motion: This meeting shall adjourn at 1 o'clock and reassemble at 2:30. Passed.

With regard to conferences for the students in the high schools,

Motion: This committee approves the holding of special meetings for high school students, holding these meetings in connection with the projected county conferences so far as possible. Passed.

Motion: A committee of three shall be appointed to nominate permanent officers of this committee and report in the afternoon session. Passed.

Adjournment of morning session.

Committee reassembled at 2:30 o'clock. Mr. Burton St. John led in prayer.

Mr. W. H. Tinker, chairman of the special sub-committee appointed to report on the college campaign, reported as follows:

Report of Special Committee on Recruiting in Colleges and Universities

W. H. Tinker Chairman
Edith Helmar
R. P. Wilder
T. S. Sharp
James H. Lewis

Program suggested for Week-end Conference

Friday Morning - Convocation or Chapel Service.

Suggested Themes:

The New World
Our World Task
The Right and Wrong Internationalism
World Brotherhood
How to Make the League of Nations Effective
The Menace of Materialism
World Fellowship of Students

Friday Noon - Luncheon Engagements

Friday Afternoon - Free for conferences

Friday Evening - Dinner Engagements

Friday Night - Mass Meetings

Suggested Themes:

Christ in the New World
The Only Hope of International Peace
The Redemption of Society
The Adequacy of Christ

Saturday Morning - "The Central Place of the Church in Achieving the Kingdom

"The Church at Work"
The Ministry
Teaching
Medicine
Business
Secretaryships

(The above may be illustrated by stereoptican slides)

Saturday Noon - Luncheon Engagements

Saturday Afternoon - Statement of "Essential Qualifications" for Christian service followed by Sectional Meetings - men and women

Saturday Evening - Denominational meetings and dinners

Saturday Night - Stereoptican Lecture presenting whole work of organized Protestant Christianity in America and around the world.

Sunday Morning - (Before church) Address: "Principles Underlying Any Choice of Life Work" (Service of Prayer and Intercession)

Sunday Afternoon - Free for interviews and conferences.

Sunday Evening - Address: Challenge to decision for Christian service.
Dedication service.

The above represents the minimum program which the committee would recommend for use in any institution. It may be adapted for use in a two-day mid-week conference. Special suggestions for work in Medical Schools appended.

The Team

It is suggested that the team be composed of five individuals,- three men, (One of whom is the stereoptican lecturer) and two women. Addresses may be grouped and assigned as follows:

1st man (Convocation - Our World Task
(Sat. A. M. - The Central Place of the church.
(Sunday night - Challenge To work in New World.

2nd man (Friday night - The Adequacy of Christ
(in the New World
(Sunday A. M. - Principles Underlying
(Choice of Life Work
(Sunday Night - Dedication Service.

"Essential Qualifications" may be covered by either speaker. The women speakers will naturally be used in a representation of "The Church at Work" and in the women's sectional meeting. Local people may possibly fill in the sections on "The Church at Work."

Visitation

On a basis of 500 institutions to be visited the following program is made:

21 A teams Full time for 1 month (2 visits a week covering 116 institutions.
42 B teams Full time for 1 month (2-1/2 visits a week covering 384 institutions

Total 63 teams (5 members each) 315 individuals

105 A type (42 women
(63 men

210 B type (84 women
(126 men

An estimation of the week-end visits to be made by the A teams in Class A institutions -

Pacific Coast Division		10	
Rocky Mountain	"	2	or 4
Southern	"	6	
Middle Atlantic	"	14	
New England	"	13	
Middle Western	"	18	
		63	or 63

Preliminary Work

Dates for visits to be made in autumn 1919

Advance agents - Association Secretaries or Selected Board Representatives - to visit institution one week in advance of arrival of team. (Setting up conference for these advance agents at S.V.M. convention), Dec. 31-Jan. 4, Des Moines, Ia.

Personnel Committee

A local life work committee should be thoroughly organized during the visit of the team. Names of individuals to be suggested in advance by Association Secretaries and others who are familiar with the institution.

Medical Schools

The following suggestions were made with reference to Medical Schools, in which the visit must of necessity be very brief and the program greatly condensed:

(1) Sunday Afternoon Session - in home of professor, By invitation of professor and semi-social in character.

(2) Evening Meeting
(3) Address to class during lecture or clinic period, using either Christian Professor or outside speaker.

Follow-up Work:

Your committee feels that this is most vital. It has drafted a suggested form for follow-up but requests that

further time be given it for study of this,or that a special committee be appointed on the subject.

Special discussion arose as to the plans for follow up of the college campaign.

Motion: The program presented by Mr. Tinker for the sub-committee on the college campaign shall be adopted with the addition of such special committees on follow up as the sub-committee requests. Passed.

Motion: The entire matter of arrangements for this campaign, including budget and allocation of speakers to institutions shall be referred back to the sub-committee on college campaign for report at the next meeting. Passed.

Motion: Provision shall be made for special training of all speakers representing life work in all conferences. Passed.

Report of the special committee (F. P. Turner, chairman) appointed on composition of standing committee to act ad interim for the Life Work Committee.

1. There shall be a large advisory committee which shall meet once or twice a year and which shall be composed of the members here present and invited, with such changes as may be later determined.
2. There shall be a standing committee of fifteen, composed of members of the large advisory committee. This standing committee shall meet monthly.
3. The chairman of the large advisory committee shall be Dr. Robert E. Speer; the secretary, Mr. James H. Lewis.

Motion: The report of the sub-committee is accepted. Passed.

Motion: Section one of the report is adopted. Passed.

Motion: Section 2 of the report is adopted. Passed.

Motion: Section 3 of the report, with the amendment that the chairman and secretary of the large advisory committee shall also be members of the standing committee of fifteen, is adopted. Passed.

Motion: Mr. F. P. Turner is requested to serve as temporary chairman during the remainder of this session in the absence of Dr. Speer, Passed.

As a matter of privilege, suggested by Dr. White, Mr. S. B. Vinton, director of the Lantern Slide Bureau of the Interchurch World Movement, addressed the committee on the use and value of lantern slides in presenting the Life Work appeal.

The question was raised as to adjournment.

Motion: We shall proceed with the present agenda until 5:30 and then decide as to the advisability of a later session. Passed.

Motion: This committee recommends to the Atlantic City conference (to be held next week) that after January 1st, a life work message shall be brought to all Protestant Churches. Passed.

The question was raised as to the best way of securing the best life work superintendents and vocational counselors in states, counties and individual churches. Motion: This committee requests Dr. White to ask all the church recruiting agencies to nominate men and women qualified to serve as life work superintendents and vocational counselors in states, counties and individual churches. Passed.

The question was raised as to the most important permanent methods of enlisting suitable candidates in adequate numbers. Suggestions were made that in addition to the plans already outlined for county, high school, college and graduate conferences, we emphasize personal interviews, the key position of the pastor, the use of persons already committed to Christian life work, and special literature.

Motion: The minutes of this meeting shall be sent to all members of the committee. Passed.

Closing prayer was offered by Dr. Sweet and Mrs. J. Campbell White.

Adjournment.

James H. Lewis

Secretary.

INTERCHURCH WORLD MOVEMENT
SUGGESTED ADVISORY COMMITTEE ON LIFE-WORK DEPARTMENT
Invited to be present Oct. 28, 1919.

Dr. Robert E. Speer Sec'y. Bd. For. Miss.,	Presbyterian Ch.	156 Fifth Ave., N.Y.City
Dr. Stanley White Sec'y. Bd. For. Miss.,	" "	156 " " "
Dr. John Marquis Sec'y. Bd. Home Miss.	" "	156 " " "
Miss Margaret Hodge Exec. Sec'y. Woman's Bd. For.Miss.,	Pres. Ch.	156 " " "
Mrs. F. S. Bennett Woman's Bd. Home Miss.,	Pres. Ch.	156 " " "
Dr. W. H. Crothers Stud. Dept., Pres. Bd. of Education		156 " " "
Mr. David McConaughy Sec'y. Dept. of Stewardship, New Era Move.		156 " " "
Rev. Wm. Ralph Hall Supt. Young People's Work, Pres. Ch.		508 Witherspoon Bldg. Philadelphia, Pa.
Dr. Henry Sweets Sec'y. Bd. of Educ., Pres. Ch.		122 So. 4th Ave. Louisville, Ky.
Dr. J. Knox Montgomery New World Movement, U. P. Church		New Concord, Ohio
Rev. Mills J. Taylor Assoc. Sec'y. Bd. For. Miss.,	U.P. Church	200 N. 15th St., Phila., Pa.
Dr. G. F. Ream Director Life Ser. Dept.	Miss.Cen.M.E.Ch.	111 Fifth Ave., N. Y. City
Rev. James Lewis Candidate Dept. Bd. For.Miss.,	M.E.Ch.	150 Fifth Ave., N.Y.City
Dr. R. H. Bennett Sec'y. Min.Supply & Training	M.E.Ch.So.	1003 Floyd St. Lynchburg, Va.
Mr. C. G. Hounshell Sec'y. Life Service,	M.E.Ch.So.	810 B'way., Nashville, Tenn.
Dr. P. H. J. Lerrigo Candidate Sec., Amer. Bapt.For.Miss.Soc.		Ford Bldg., Boston, Mass.
Dr. Charles L. Whiten Exec. Sec'y.Amer.Bapt.Home Miss. Soc.		23 East 26th St., N.Y.City

Dr. F. W. Padelford Exec. Sec'y. Bd.of Educ. Nor.Bapt.Con.	706 Ford Bldg., Boston, Mass.
Dr. E. M. Poteat Gen. Bd. of Promotion, Nor. Bapt. Con.	200 Fifth Ave., N.Y.City
Rev. Alden H. Clark Candidate Sec'y. Amer. Bd.	14 Beacon St., Boston, Mass.
Dr. Frank M. Sheldon Sec'y. Congregational Educ. Soc.	14 Beacon St., Boston, Mass.
Miss Helen Calder Sec'y. Woman's Bd. of Miss. Cong. Ch.	14 Beacon St., Boston, Mass.
Dr. W. E. Lampe Sec'y. Forward Move.,Reformed Ch.U.S.	15th & Race Sts. Phila., Pa.
Dr. F. M. Potter Assoc. Sec'y. Bd.For.Miss.,Reformed Ch.Amer.	25 East 22nd St., N.Y.City
Rev. D. O. Cunningham Recruitment Sec'y., College Miss.,Disciples	Box 884, Cincinnati, Ohio
Dr. Warren Denison Supt. Forward Move.,Christian Church	5th & Ludlow Sts., Dayton, Ohio
Dr. S. J. Corey Sec'y. For. Christian Miss. Soc.	Box 884, Cincinnati, Ohio
Rev. Paul Micou Sec'y. Dept. Collegiate Educ.Prot.Epis.Ch.	289 Fourth Ave., N.Y.City
Dr. Crates Johnson Exec. Sec'y.For.Move.,Meth.Prot.Ch.	507 Pgh.Life Bldg.,Pgh.,Pa.
Rev. J. A. Garber Supt.Relig.Educ.S.S.Assoc.Brethren Ch.	Ashland, Ohio
Dr. S. S. Hough United Brethren Church	United Brethren Bldg. Dayton, Ohio
Dr. F. H. Knubel United Lutheran Church	437 Fifth Ave.,N.Y.City
Mrs. E. C. Cronk Federation Woman's For.Miss.Bds.	222 Fourth Ave.,N.Y.City
Miss Grace Colburn Federation Woman's For.Miss.Bds.	703 Ford Bldg., Boston, Mass.
Mrs. Frank G. Cook Federation Woman's For.Miss.Bds.	14 Beacon St., Boston, Mass.
Mrs. W. H. Farmer Director, Dept.Woman's Activities, I.W.M.	111 Fifth Ave., N.Y.City

Dr. Geo. W. Richards Life.Ser.Dept.,For.Mov.,Reformed Ch.,U.S.	Theol. Sem., Lancaster, Pa.
Dr. J. Rose Stevenson Pres., Princeton Theol. Seminary	Princeton, N. J.
Dr. John L. Alexander I. S. S. Association	5 So. Wabash Ave. Chicago, Ill.
Dr. Edgar Blake Sec'y. Bd. S. S. Assoc., M.E.Church	111 Fifth Ave., N.Y.City
Dr. Robert L. Kelly Exec. Sec'y. Church. Bds. of Educ.	894 Broadway, N.Y.City
Mr. R. P. Wilder Gen. Sec'y. Student Volunteer Movement	25 Madison Ave., N.Y.City
Dr. F. P. Turner Sec'y. Comm. Ref. & Counsel, S.V.M.	25 Madison Ave., N.Y.City
Mr. Burton St. John Candidate Sec'y., Student V. M.	25 " " "
Dr. C. J. Carver Boys' Work Comm., Y.M.C.A.	347 " " "
Mr. W. H. Tinker Field Sec'y. Student Dept. Y. M. C.A.	347 " " "
Miss Edith Helmar Student Comm., Y.W.C.A.	600 Lexington Ave., N. Y. City
Dr. Daniel Poling Assoc. Vice.Pres.Christian Endeavor Soc.	111 Fifth Ave., N.Y.City
Dr. R. Brumblay Epworth League	740 Rush St.,Chicago, Ill.
Mr. Harry Hodges Gen. Sec'y., Luther League of Amer.	838 Drexel Bldg. Phila., Pa.
Mr. W. P. Fraser United Presbyterian Laymen	413 Market St., Pgh., Pa.
Mr. Geo. Innes Sec'y. Bd. Trustees, Cairo University	Land Title Bldg. Philadelphia, Pa.

LIFE WORK COMMITTEE MEETING

October 28th, 1919.

Agenda

1. Devotional Period.

2. Election of Temporary Officers.

3. The Function and Membership of this Committee. Frequency of Meetings, Etc.

4. Outline of the Work of the Life-Work Department, for information and discussion.

5. Detailed Discussion of the Proposed Field Program for the coming months, including

   a. Speakers and their training
   b. Standard Record Cards for College Students and Graduates
   c. Purpose Card for Parents
   d. How to Handle the Different Series of Meetings Projected.
   e. Relation of College and High School Field
   f. Relation of County Conventions to High School Series
   g. How to Secure the Largest Possible Service from all the Cooperating Agencies
   h. Necessary Organization and Printed Matter.

6. The Best Way to Secure the Right Life-Work Superintendents in States, Counties, and Individual Churches.

7. The Selection and Training of Vocational Counselors.

8. What Are the Most Important Permanent Methods of Enlisting Suitable Candidates in Adequate Numbers?

MINUTES OF THE STANDING COMMITTEE
LIFE WORK DEPARTMENT
INTERCHURCH WORLD MOVEMENT

111 Fifth Avenue, Dec. 22nd.
4 o'clock.

Present:

Robert E. Speer, J. Campbell White, C. S. Van Winkle, R. P. Wilder, Paul Micou, F. M. Potter, J. J. Bell, W. H. Tinker, W. E. Lampe, W. H. Crothers, J. Knox Montgomery, Miss Leslie Blanchard, Miss C. L. Holloway, James H. Lewis.

The meeting was called to order by the Chairman and opened with prayer by Dr. Lampe.

Approval of the Minutes of the last meeting by the Committee.

Reports of the following Committee appointed by the previous meeting.

a. Mr. Crothers reported for the Committee on the Formulation of a Decision Card for use in the College Campaign, presenting double forms.

MOTION: We shall include both forms as arranged.

The face of the card appears below.

Carried.

DECLARATION OF LIFE PURPOSE

It is my purpose to make the upbuilding and extension of the Kingdom of Christ the controlling principle of my life in whatever work I may be engaged.

Name_____

Address_____

Denomination_____

It is my purpose to engage in some distinctive form of Christian service as a life work.

Name_____

Address_____

Denomination_____

MOTION: We shall eliminate the words, "missionary service" from inclusion in the card.

Carried.

MOTION: The remainder of the list suggested on the reverse side of the card shall be referred back to the Committee with power, with instructions that a parallel arrangement shall be made for all types of home and foreign work.

Carried.

The suggested reverse side of the card appears below.

(reverse)

I should like to receive information regarding : (Note, check whether you want the information with a view to work at home ( ) or abroad ( ).

( ) How I can embody the spirit of Christ in my business or profession.

( ) The distinctive opportunities for Christian service in the following profession_____

_____

( ) How can I best use my possessions and income for Christ and His Kingdom.

( ) The opportunities in and qualifications necessary for the calling(s) checked below:

Ministry
Education
Y. M. and Y. W. C. A. work
Foreign Speaking peoples
Rural work
Social service
Welfare work
Lay Church work

Work with boys
Work with youth
(Missionary service)
Doctor
Nurse
Business or executive positions
Agricultural expert
Industrial expert

MOTION: It is the judgment of this Committee that these cards should be in the hands of the students during the Campaign in sufficient time for unhurried signing.

Carried.

(It is the judgment of the Committee that the cards should not be distributed and signed at the same meeting.)

b. Dr. White reported for the Committee on Decision Card for parents, which as corrected was adopted. The following form is corrected.

PARENTS AND THE KINGDOM OF CHRIST.

An Expression of Personal Purpose.

Recognizing that the lives of children are given to parents as a sacred trust, I will endeavor by prayer, example and counsel to help my children to find and fulfill the plan of God for their lives, whatever it may be and wherever it may lead.

Father's Signature_____

Mother's Signature_____

Home Address_____

Date _____

---

c. Mr. Tinker reported for the Committee on Set-Up, Program and Follow-Up for the College Campaign. His report is appended. It is entitled, "Recruiting Campaign of the Interchurch World Movement."

MOTION: The Sub-Committee is authorized to procure the suggested blanks for the Campaign.

Carried.

(The above includes Life Work Information Blanks, Interview Cards, Qualification Cards, Rating Scales, Workers Manual, etc.)

MOTION: The following Committee is appointed with power to act in promoting the College Campaign. Dr. White, Mr. Tinker and Miss Blanchard.

Carried.

MOTION: We approve the suggested program.

Carried.

MOTION: The local Personnel Committee (explained on page 80 of Mr. Tinker's report) shall be considered as agents of the local associations and the cooperating denominations.

Carried.

d. Mr. Lewis reported for the Committee on Stereopticon Lecture. The lecture as outlined contemplates two main divisions under the general title "World Upheavel." The one presents the world situation with its political, racial and social unrest, the formation of a new world age such as has been formed in the past at various stages in the world's history, and the problems of food, disease, ignorance, greed and suspicion which demand for their solution, religious leadership. The second division of the lecture presents the specific and detailed needs for Christian workers to enlist, to solve the problems suggested.

There was considerable discussion as to the value of such a lecture and certain suggestions as to the desirability of having each team carry its own stereopticon equipment in order to insure the success of this form of presentation.

MOTION: The report of the Sub-Committee is accepted and the Sub-Committee is authorized to prepare the suggested stereopticon lecture up to the number of one-half the teams which will be engaged in the Campaign.

Carried.

e. Mr. Van Winkle reported for the Committee on Publicity, presenting a number of suggested posters for bulletin boards and campus.

MOTION: With the inclusion of Dr. Bell as a member, the Publicity Committee is authorized, to proceed with power.

Carried.

NEW BUSINESS

Dr. White presented the need of text books for study by high school students, on the subject of Life Work. Inasmuch as a Sub-Committee on the general subject of high school meetings was authorized at the last meeting of the Standing Committee (Nov. 21), the Standing Committee voted the following:

MOTION: This question shall be referred to the Committee on Young People's Work authorized Nov. 21st, with such additions as Dr. White wishes to make. This Sub-Committee shall report to the Executive Committee of the Life Work Department.

Carried.

Dr. White also presented a suggested Purpose card for use in high school conferences. It was the judgment of the Committee that each member should send hints and suggestions for the proposed card to Dr. White.

MOTION: The card itself is referred with power to the Sub-Committee on high school students, above mentioned.

Carried.

Dr. White asked the Committee whether it would invite to its membership representatives of the Federation of Woman's Boards. The Committee passed the following:

MOTION: Representatives of the Federations of Woman's Boards shall be invited to become members of this Committee. This motion shall rest in the hands of Dr. White.

Carried.

Dr. White asked the Committee for suggested nominations for Vocational Director for the Life Work Department. A number of nominations were made to him.

The meeting adjourned at 9 o'clock, to meet at 111 Fifth Avenue at 5 o'clock in the afternoon, January 13, 1920.

RECRUITING CAMPAIGN OF THE INTERCHURCH WORLD MOVEMENT.

The Speakers.

A. Their Selection.

The speakers shall be chosen by the Interchurch World Movement in cooperation with the Boards of Education and the Associations and shall be assigned to territories in which they shall be routed by the Associations.

B. Their Training.

That the great results for which we all pray shall be secured, it will be essential for all speakers that are to serve upon the various recruiting teams to meet for at least one full day of conference. We suggest that sectional conferences be held for this purpose and that the Interchurch World Movement meet not only the expenses for these gatherings, but provide at least one able leader to guide the discussions.

If it is not possible for every member of each team to be present at least one should be (and preferably the leader) in order to pass on to the rest of the team the results of the conference and the interpretation of the printed instructions.

The day's agenda should include at least the following:

1. A description of the whole task, making clear the reasons for undertaking the same.

2. A season of prayer that all may be empowered for the work.

3. Discussion of important details.

a. Printed statement concerning the division of authority, indicating the relation of the Interchurch World Movement to the denominational boards, and to the Young Men's and Young Women's Christian Associations.

b. The appointment of the leaders of each team. Time should be given for each team to meet by itself and to assign definite duties to each member.

c. Explanation of a list of names and addresses of all with whom the team must deal, especially the field secretary of the Y.M.C.A. who has direction of their movements. (In the case of women's colleges the field YWCA Secretary.)

d. A study of the standard program to be offered in each institution.

e. A study of the work of each local personnel committee.

f. A study of the literature that is available, including The Speaker's Manual.

g. The question box.

4. Closing address upon some such subject as the supreme need of the hour.

These training conferences should be held between February 1st and February 15th, the exact time and place to be determined by the N. Y. Interchurch World Movement headquarters in consultation with the man in charge of the field in which the speakers are to serve.

C. Their Equipment.

Each speaker should be provided with a manual of instruction. This manual should contain the following:

1. The names and addresses and titles of the men and women in charge of this recruiting campaign. As far as practicable, the names and addresses of the secretaries of the Life Work Department of each denomination should be given.

2. A brief statement as to why the campaign has been thought to be essential at this time. A statement of the themes to be treated -- though not as outlines of addresses. A strong plea for unity of message.

3. The general composition of the team, including the specific duties of each member.

1. Before the campaign starts
2. During the local campaign
3. After the campaign is over

4. Statement concerning

1. Details of campaign in local college
2. Details concerning duties of local personnel committee.

5. Information concerning the use of the interview record card, the decision card, the self-analysis blank, etc.

6. Information concerning valuable literature. Samples of the books that are essential ought to be provided for each speaker.

7. One stereopticon lecture for each team.

8. Instructions as to payment for service rendered.

9. Special objects of intercession.

D. Their Itinerary.

All itineraries should be arranged by the field secretaries in charge of the campaign. Word to that effect should be sent to each field secretary at the earliest moment by the secretary of the Life Work Department of the Interchurch World Movement. Special word should also be sent to the presidents of the colleges and universities concerned, giving the name of the field secretary in charge of the itinerary of the speakers, and stating frankly that the man is acting in this capacity at the request of the Life Work Department of the Interchurch World Movement.

All itineraries should be completed not later than January 15th and as much earlier as possible.

THE SUPERVISION

A. The New York Office - Interchurch World Movement.

I. Preliminary Work.

1. All speakers should be secured by the New York Office of the Interchurch World Movement in cooperation with the various denominational board secretaries and the Associations. Every speaker should be asked to serve continuously for one month between the dates of February 15th and April 15th, and also to attend one day speakers' training conference.

2. All responsible parties in the selected colleges and universities, including, in every instance, the presidents of the institutions, should be given information concerning the proposed recruiting campaign and urged to give their co-operation. This information should be sent by December 20, care being taken to guard the statement so that if essential, certain colleges and universities can be omitted without breaking faith with the local authorities. List of institutions written to and copies of all letters should be sent to the field secretaries and the local secretaries of the Associations.

3. All field secretaries should be notified by December 20 and their full cooperation requested. In this connection the duties of each field secretary should be very clearly stated. At the same time a covering letter shall go from the N. Y. executives of the Associations.

4. All literature should be secured and all printed matter completed by January 15th, 1920. This material should then be distributed in sufficient quantities to each field office.

5. All arrangements regarding the program of the speakers' training conferences should be completed not later than January 15th. The New York Office should notify the speakers of the necessity for attending this conference, and also provide at least one able speaker to handle the program at each.

6. All Protestant Evangelical Church Boards of Education and of Missions should be notified of this campaign and their prayerful cooperation secured. The Council of Church Boards of Education in particular is requested to give the campaign consideration at their meeting December 16 and 17.

7. The Conference of Church Workers in State Universities is requested to give the campaign consideration at their meeting January 6 and 7.

II. During the Campaign.

1. Bulletins should be prepared each week during the campaign and sent to all the field and local Secretaries of both Associations in the colleges concerned as well as to the boards and to the chairman of the Local Personnel Committees in the colleges concerned.

III. Conservation Work

1. In the local college

a. Every effort should be made to get the local personnel committee to send two true copies of all record cards signed by the men and women who have made life work decisions, to the National Headquarters of the Interchurch World Movement, 111 Fifth Avenue, New York. (For details concerning conservation work in local colleges, see local personnel committee.)

2. At national headquarters.

a. Receipt of all decision cards should be acknowledged to local college personnel committees, and true copies sent to denominations concerned, if denominations desire the cards.

b. If denomination will assume full responsibility, it will so notify national headquarters by return card, and national headquarters will so notify local personnel committee. The

decision card of all such individuals will them be put in a dead file at National Headquarters.

c. If a denomination does not have a Life Work office and wishes the Interchurch National Headquarters to handle the case, the Interchurch World Movement will continue to do so.

3. Suggestions for conservation work by national agencies.

a. The national agency should keep in close personal touch with every student reported to them - (except as above noted).

1. By seeing to it that every such student is visited at least once during his college course by a representative of the national board or agency.

2. By keeping the student informed concerning the needs of the board or agency.

3. By urging the student to attend certain important church or Association conferences. In many cases it may be wise to help the student financially in order to make his attendance possible.

4. By sending suggestions as to the type of preparation needed for his particular calling, including reference to certain books that he might read while in college.

5. By notifying the home pastor of the student's interest, asking his personal cooperation.

6. By requesting the local personnel committee, and the local church in which the student worships, to report concerning the progress that student is making and to offer suggestions as to how the national agency or board can be most helpful.

B. Field Offices.

I. Preliminary Work

1. Arrangement should be made by each field secretary for a visit to every college and university chosen in his field (at least two weeks before the local campaign) by some person able to secure the following results.

a. President of the college should be informed personally and a meeting with pastors, Association secretaries and Y. M. and Y.W.C.A. cabinets arranged.

b. The local personnel committee should be appointed and given printed instructions, at least regarding their service.

c. All details regarding the conduct of the campaign itself should be carefully explained and arrangements for all meetings and interviews completed.

2. All itineraries should be reported to and as far as possible confirmed at the meeting of the Association secretaries following the Des Moines Conference, and both speakers and college authorities informed concerning them.

3. Cooperation with the N. Y. office concerning the date and place for the one day training conference of speakers.

4. The attendance of speakers should be secured in cooperation with the New York office - the New York office being held responsible for the program.

5. All printed matter and literature for the campaign should be secured and distributed to the proper parties not later than January 15th.

6. A reserve list of speakers to be used for emergencies should be secured from the New York office.

II. During the campaign

1. There should be detailed supervision of all team work, including the necessity of keeping in constant touch with leaders.

2. Full reports should be sent by wire at least twice a week to the New York office by the Interchurch World Movement.

III. Conservation Work.

1. All conservation work outside of the local institution should be delegated to the national agencies. Every effort, however, should be made through the various field offices to encourage the work of the local personnel committees.

THE LOCAL PERSONNEL COMMITTEE

A Personnel Committee consisting of three to seven active workers should be formed in each local University or College and it shoubd meet at least monthly. This Committee should be formed during

the visit of and in conference with the men or women who visit the institution in preparation for the recruiting campaign of the Interchurch World Movement. Very great care should be taken in the appointment of this local Personnel Committee, to secure the advice of the Young Men's and the Young Women's Christian Association cabinets, in order to avoid the appearance of superimposing an organization upon the students.

A. The immediate duties of the Personnel Committee are as follows:

1. To assume responsibility for the special Recruiting campaign of the Interchurch World Movement.

2. To acquaint the college and university authorities with details of the campaign and to urge their thorogoing cooperation.

3. To secure and coach individual vocational advisors for students. These men and women may be members of the faculty, local church workers or alumni. They will be especially helpful during the campaign.

   Especially should alumni leading in various professions and able to give a Christian interpretation of the same, be invited in to speak at meetings of those departments in the university before the campaign actually begins (1) to give a Christian background for the consideration of life-work and (2) to arouse interest in the general meetings.

4. To make careful use of literature provided locally or by the various national organizations.

5. To encourage the presentation of specific callings to members of the senior class.

6. To keep careful record of all results upon prepared record cards.

7. To report results:
   A. To local pastors and the office of the Interchurch World Movement.
   B. To home pastors.

<u>Other important tasks that face the Local Personnel Committee after the Special Recruiting Campaign is closed.</u>

1. To select the members of the Life Work Council, in which the members of the Personnel Committee shall serve as ex officio members, and to which they shall report at least annually.

The Life Work Council in each local college or university should represent at least the following groups upon the campus:

1. Representatives of denominations.
2. Representatives of various life work callings.
3. Representatives of university or college faculties.
4. Representatives of interdenominational associations.
5. Representative students of the college body.

2. To consult with the Life Work Council concerning a permanent policy of Life Work Guidance and Recruiting for the Local institution. At such a meeting the following ought at least to be considered:

A. The task of making increasingly clear to all students the sacredness of all essential Life work callings. Every freshman should be made to see this clearly and to understand that not only prospective ministers and missionaries, but every Christian, is under equal obligations to discover God's plan for his life. God cannot mobilize his forces effectively unless all his followers obey His will. In this connection it may be helpful to make use of the fundamental Life Work Decision Card which has been found a great service in many institutions.

" A CHRISTIAN'S FUNDAMENTAL LIFE WORK DECISION.

I will live my life under God for others rather than for myself, for the advancement of the Kingdom of God rather than my personal success.

I will not drift into my life work, but I will do my utmost by prayer, investigation, meditation and service to discover that form and place of life work in which I can become of the largest use to the Kingdom of God.

As I find it, I will follow it under the leadership of Jesus Christ, wheresoever it takes me, cost what it may.

Signed _____ "

B. The task of helping to reveal to all interested college men their peculiar and dominant characteristics as well as the peculiar and essential demands of various life work callings. This is clearly vocational guidance and is greatly needed. A few methods that have proved helpful are suggested.

(1) The holding of a "Find Yourself" campaign each year for all members of the freshman class. This consists of

(a) Vocational addresses
(b) A careful analysis of each student
    By the student himself
    By experienced men
(c) Scheduled interviews with vocational counsellors.
(d) Advice of experts in different vocations.
(e) Attention to character in relation to vocation.

(2) The requesting of certain professors to make use of vocational tests in their own department. In one university, a professor of English requested all of the freshmen in his classes to write themes upon their proposed life work. This resulted in bringing to his desk a very great deal of valuable information and helped in no small fashion to clear the thinking of the students themselves upon their own life work.

(3) To arrange for a careful study of all results secured thru the above tests, tabulating the same upon properly prepared record cards and then by means of personal interviews, give vocational guidance to each freshman.

(4) The using of successful Christian men with platform gifts to present to the students the nature and demands of their particular life work callings. Men ought also to be secured who can speak with power upon the principles that ought to govern a man in the choice of his life work.

(5) There should be kept on hand for individual distribution, helpful leaflets that describe clearly the demands of various life work callings, such as the work of an engineer, physician, diplomat, lawyer, business man, teacher, etc. If such information is not available, endeavor to get certain successful Christian men in the community to produce it.

(6) To arrange for men of similar life work preferences to meet together for counsel, study and fellowship.

(7) To study successful vocational methods on the part of other agencies throughout the country.

C. The task of presenting with great urgency the need of certain full time Christian callings such as the Christian ministry, the Association secretaryship, the Social Service profession, teaching, etc. Great stress also should be laid upon the need for workers in many neglected fields in this country and overseas. The Student Volunteer Movement will be held, of course, largely responsible for presenting the need of overseas service but every local Personnel Committee should assume a very definite responsibility also for presenting this need to their entire student constituencies. Experiences show that the following agencies and methods can be used most effectively in making the above presentation.

(1) The Chapel Hour
(2) The pulpits of the local churches.
(3) Regular Association Meetings
(4) Life work institutes
(5) Special Student Volunteer and Summer Conferences
The Summer Conference is well nigh indispensable for the most thorogoing presentation of the undermanned life callings. Special effort must be made each year to secure the attendance of the ablest and most Christian seniors.
(6) This year the Y.M.C.A. International Convention, and above all, the Student Volunteer Convention.
(7) Local recruiting field days.
(8) Appeals by foreign students
(9) Testimony of students already committed to so called Christian life work callings.
(10) The use of Bible and Mission class hours.
(11) Pictures, charts, choice literature, etc.
(12) Ministerial and Student Volunteer bands.

In all of this work every effort should be made to cooperate with the following agencies:

(a) College and university authorities
(b) Commission on Life Work Guidance of the Interchurch World Movement.
(c) The Recruiting Committees of the various denominational boards.
(d) The Secretarial Departments of the National Board of the YMCA's and of the International Committee of the YMCA's.
(e) District, state and local secretaries.
(f) Bureaus of occupation for trained women.

Effort should also be made to assist in every way possible the personal and public evangelistic programs of all local agencies. No great results along any of the lines above mentioned can be expected where the evangelistic program has been steadily neglected.

THE CAMPAIGN PROGRAM AS FINALLY SUGGESTED.

The following program is suggestive and not mandatory. It is prepared with regard to a "week-end" campaign, and will need to be changed in many details if the college or university is visited in the middle of a week. The subjects of the addresses are intended to suggest the general emphasis of the meetings and not specific themes.

Week-End Conference

Friday Morning - Convocation.
"The World's Need of Moral Leadership-
An Appeal to American Students."

Friday Noon: All local workers and members of team lunch together.

Friday afternoon: Arrange interviews for members of the team with those students who are already known to to be desirous of help in deciding their life-work.

Friday Night: Stereopticon lecture:
"World Upheavals" or "Challenging Opportunities for the Investment of Life."

Saturday Morning: 1. "The Expanding Program of the Church."
2. "The Church at Work."

Ten minute talks upon such topics as:

a. The Ministry
b. Teaching
c. Medicine
d. Association Secretaryship
e. Interpreting Christ in all careers.

Saturday Noon: Local and alumni talent should be used to supplement the visiting team at this meeting.
Luncheon with Personnel Committee.

Saturday Afternoon: "Essential Qualifications for Christian Service," to be followed by sectional meetings - men and women.

Saturday Night: 6-7:45- Denominational meetings and dinners (where desired).
8-9:00- "The Adequacy of Christ to Solve Personal and World Problems."

Sunday Morning: (Before church)
"The Principles Underlying any Choice of Life Work."
(Church hour)- It is hoped that all sermons may deal with some aspects of the general theme.

Sunday Afternoon: Free for Interviews

Sunday Night: 1. "The Challenge of the Hour"
2. Dedication Service. *

MINUTES OF STANDING COMMITTEE, LIFE WORK DEPARTMENT
INTERCHURCH WORLD MOVEMENT, 111 Fifth Avenue, N.Y.C.

April 30, 1920

Meeting called to order by Dr. J. Campbell White.

---

* Manual Life Work Campaign

Present:
J. Campbell White, Robert E. Speer, H. H. Bell,
W. H. Crothers, W. E. Lampe, Miss Leslie Blanchard,
Mrs. Burton St. John, W. H. Tinker, Robert Wilder, James H. Lewis

together with Dr. C. E. Burton, representing the Home Mission Council
and Dr. W. R. Hall, of the Young Peoples' Activities of the Interchurch World Movement.
and Dr. W. W. Roundey, of the Congregational Board of Home Missions.

Excuses were received from G. F. Ream, F. M. Padelford, F. M. Sheldon, F. M. Potter, J. Knox Montgomery, Mrs. Judd, and Mr. Paul Micou.

Dr. Crothers led in prayer.
The Minutes were approved as circulated.

Reports were given by Mr. Tinker, Miss Blanchard, Dr. Bell on the campaign of the Movement in the colleges, which has just recently been completed. Mr. Tinker reported for the Middle Atlantic States as follows:

RECRUITING CAMPAIGN AMONG COLLEGES AND UNIVERSITIES.

Report by W. H. Tinker

The work covered such a vast area that it is impossible for me to give little more than my impressions of the service in my own territory, namely, the Middle Atlantic States.

Thirty-seven campaigns were held in this territory - the first one at Concord Normal School, West Va., in February, and the last one at Hamilton College, April 22-23. By far the greater number of the campaigns were crowded into the month of March. Sixty different speakers were used.

Speaking generally, the work was exceedingly worth while. At least 600 purpose cards were signed. With the exception of the larger Universities, all the men and women students heard the speakers. A great many personal interviews were secured, and many small group meetings in fraternities and clubs were arranged.

The following reports speak for themselves:

Rochester University
Buffalo University
Alfred University
Penn State College

Rutgers College
Salem College
Ursinus College
Gettysburg College
Colgate University
John Hopkins
Franklin-Marshall
Bucknell
Pittsburgh
Washington-Jefferson
Albright

Estimating the results of this work at least in this territory, one has to differentiate between the expectations of Field Secretaries and speakers, and the results as seen from the point of view of the faculty and students. For instance - at Bucknell I received a most doleful report from one of the speakers and a most enthusiastic report from other members of the team and from the president of the local Christian Association. In many other cases, this was equally true.

We came very far, however, from reaching our expectations. Some of the reasons, one might give, are as follows:

1. Such a sense of haste as to preclude sufficient time for prayer and careful planning.

2. The heavy loads that practically all of the Field Secretaries of both the Young Men's and the Young Women's Christian Associations were carrying, wholly in addition to this recruiting effort.

3. The withdrawal of many of the ablest speakers, due to the State Preachers conference.

4. The very great difficulty of securing even the speakers who had agreed to serve.

5. The ever changing personnel of the teams. Of the 60 speakers in my own territory, scarcely 12 were used in more than one campaign.

6. Lack of responsibility on the part of some speakers, one campaign, for instance, in my territory, was a total failure due wholly to the fact that the leader of the team found it inconvenient to serve, notifying me of the fact, rather leisurely by letter which arrived after the campaign was over.

7. The impossibility of giving much advance notice to each institution, regarding the personnel of its particular team.

8. The lack of any literature in many colleges.

9. The desire on the part of some colleges to have

10. The very frequent shifting of dates on very short notice. The University of Buffalo, for instance, changed its dates two days before the event. Hamilton and Union changed their dates three different times.

11. The almost total lack of help from the Interchurch Office after the campaign started.

I could give other reasons, but these in my judgment, are sufficient to reveal the terrific odds against which we labored.

The task of conservation ought now to command our immediate and most prayerful consideration. In practically every one of these colleges, great expectations have been aroused and very definite requests for information, submitted. My suggestions are by no means exhaustive. I offer them merely for consideration.

1. The most careful investigation of all purpose cards and a system of handling them, installed, that will actually guarantee personal and sustained attention. The Interchurch World Movement cannot discharge its whole responsibility by merely handling these cards over to the Denominations concerned.

2. The giving of special attention to the ablest seniors now in college. It would seem to me wise for the Interchurch World Movement to write at least to the President of every Denominational college, urging him to select his two or three ablest Christian senior students and send them to one of the Summer Student Conferences.

3. All of these seniors should then be interviewed at their various Summer Conferences, and wherever desired, given special Christian work to do during the summer. There ought to be many tasks in connection with the Interchurch World Movement or in their own Denominations, where these men and women could render most valuable service.

4. A weeks' conference of at least 50 professors carefully selected with reference to their ability and interest, under the leadership of Dr. Jesse B. Davis. At such a conference it would be possible to study this whole matter of recruiting from the standpoint of the college authorities, and also to train these men in handling this work effectively in their own institutions.

5. A visitation in all of the colleges in which campaigns have been held - not by a team, but by one able representative of the Life Work Department, for the purpose of studying this problem of recruiting, locally. Such a visit should

last for at least two days and should eventuate in the formation and training of a very able Recruiting Committee.

In addition, it would seem to be wise for the Interchurch World Movement to visit all of the first class private Preparatory schools for the purpose of presenting the great Christian Life work callings. While that would not exempt the most careful work in the High Schools of the country, yet it is apparent to all of us that a very much larger percentage of boys attend college from these private Prep. schools.

It has been a privilege to serve in connection with this Recruiting work and I am grateful for the opportunity.

Respectfully submitted,

(signed) W. H. TINKER

Miss Blanchard reported that she was able to make only a general statement but that this was made after consultation with most of the student field secretaries of the Y.W.C.A.

It was the feeling of these secretaries that the recent campaign resulted in

I. a. A general moving forward in broadness of statement, of point of view in defining Christian work and calling for the choice therefor by the students.

b. An open mindedness upon the part of the students toward entering Christian work as a whole and particularly toward work in the Church.

c. An equally cordial reception of the Movement in the universities and colleges.

d. Only a few professional institutions were touched; for example, schools for nurses, normal schools, etc.; only a few colored schools were touched, though an unusually hearty reception was received when these were touched.

II. <u>Difficulties met.</u>

a. The shortness of time for presentation and set-up.

b. Continual change in schedule.

c. Uncertainty of speakers, with their lack of knowledge of purpose and method in some cases.

d. The apparent failure of the team idea.

e. The insufficient number of women speakers.

III. Two tasks immediately upon us:

a. The stimulation of student bodies to think in Christian terms of their choice of life work.

b. Following the stimulation, there must come the giving of particular information on various specific forms of Christian work.

IV. Two problems for immediate decision:

a. Shall we stress decision for definite Christian work or shall our efforts tend toward vocational guidance?

b. What shall be our relations in student activities to the plans of our other vocational groups and enterprises?

Dr. Bell reported as follows:

REPORT

IN A BRIEF, GENERAL FORM OF THE COLLEGE-UNIVERSITY LIFE WORK CAMPAIGN, AS CARRIED ON IN ABOUT 250 COLLEGES AND UNIVERSITIES OF THE UNITED STATES DURING FEBRUARY, AND MARCH OF THE YEAR NINETEEN HUNDRED AND TWEMTY.

In all about two hundred and fifty Colleges and Universities were, somehow, visited. Some institutions held their conference earlier and others later than the dates of the special campaign. Generally speaking the campaign, in most institutions resulted well. Naturally there were difficulties in the way of expected achievement in all institutions. Some opposition was encountered. Some rather serious objections were offered. In a few, but in very few instances--it is gratifying to state--somewhat severe criticisms were made. In the main from Presidents, Faculties, Student Bodies, Local workers, and the Leaders and members of the visiting Teams there has come and continues to come gratifying commendation of the work.

HANDICAPS

Many things conspired to handicap the Campaign. The severe winter storms so blocked the transportation of Express and Mail as to hinder much, if not most, of our printed matter, posters and correspondence reaching destination in time for adequate PUBLICITY. In fact not a few Colleges and Universities in the Middle West, in the Rocky Mountain region and on the Pacific Coast did not receive Posters, Life Decision Cards, or Printed Matter of any sort until near the close or after the Conference; thus proper publicity was utterly impossible!

In many institutions the set-up of the campaign was sadly deficient. This was due not so much to the fault of the local leaders, as to the utter INDEFINITENESS the personnel and qualifications of the TEAM! How this prevented publicity is clearly obvious! In several instances, for one reason and another, the PERSONNEL of the Teams so radically changed, from the first or even later team-information sent out, as most SERIOUSLY to hinder proper publicity and the creating of Faculty and Student Body INTEREST in the Campaign. This made it exceedingly difficult for the Team finally reporting for service to create atmosphere and interest during their short stay so as to accomplish much.

Many Presidents, Professors, and local Leaders expressed strong feeling as to the lack of wisdom in dividing the time of Team-members between the Preacher's Conference and that of the Colleges. Perhaps it was a grave mistake to attempt the combination of the two.

In some instances the personnel of the Teams was anything but suited to this work. Some speakers did not have the right sort of message for College-University people! Others were utterly unable to meet the situation in Convocation and Mass meetings. Still others were useless in the PIVOTAL of personal interviews!

In several institutions the Flu condition prevented the holding of a conference, especially was this true in New Mexico and Oregon.

ENCOURAGING REPORTS

Notwithstanding all handicaps and mistakes the Reports reaching headquarters contain a general tone of encouragement. In brief expressions - such as these - from College and University Presidents, from Local workers and from Team Leaders sum up results: "This was a great piece of Life Work;" "This was a fine exhibit of real Christian Statesmanship;" "This College-University Campaign was tremendously worth while;" "This was by far the BEST thing of the kind in our University within the past TEN years;" "This was just the work our

College most needed;" "The team put it over in our University;" "The Campaign in our College was great." A few write: "I favor repetition of this work in our University (or college) each year and suggest that it be undertaken early as possible in the autumn, thus reaching the Freshman Class with a definite Life Work OBJECTIVE. So to do would, as I see it, accomplish two most helpful results -- 1. It would put something of DEFINITE life OBJECTIVE before new students. 2. It would aid tremendously in the proper solution of Student Problems, as it would give some worthwhile AIM in life and preparation, rather than the worful DRIFTING process of so many Freshman and Sophomores!" This is concurred in by at least three Presidents and by many keen-minded professors.

Where the Life Purpose, Cards reached the institution on time, and where they were properly presented, the signature results are very encouraging. Some Leaders and Teams, where conditions were not suitable, wisely refrained from presenting the Cards. In not a few places we seriously question WHY cards were NOT offered for signature? But as we noted above in far too many places no cards arrived for distribution. Where the cards were used the NUMERICAL run in such figure as these -- "Cards signed 10--15--25--50-80--100-125--137--200" and so on. In many institutions the Convocation attendance was high-- 500, 800, 1200, 1500, 2000, 3000, and more. Such Universities as Ohio, Indiana, Illinois, Michigan, Wisconsin, Southern California, Los Angeles, U. C. Berkley, and Stanford gave large Convocation audiences. Many local leaders report an attendance at Group Conferences and Evening Mass Meetings of from 60% to 80 and 90% of the Student Body. Reports are still arriving. This will continue for some weeks. We have received to date 2687 cards.

FOLLOW UP WORK

While not all we should like it to be, still we feel the work of FOLLOW-UP is progressing well. It was fairly well organized, as suggested in the Manuel, in most institutions where Conferences were held. This is a task worthy of our best, continued effort on the part of both our Office staff and of the local College and University workers, all of whom are disposed to see that it shall be done in the BEST POSSIBLE WAY! Multitudes of those who have signed the Life Work Cards will attend the various Summer Training Conferences of the Y.M.C.A., Y.W.C.A., or of the Missionary Education, or of the Various Denominations.

OBJECTIONS

It is self-evident that such work as this will meet with some objections. There were some very emphatic objections - objections to the Plan of Campaign, to the Method of building

and scheduling Teams, to the Personnel of certain teams, to the way some Teams did their work, to the use of the Life Purpose Cards, and to the leadership of the Y.M.C.A. in the set-up of the work. Yet, when all considerations are properly weighted such objections in the main - lodge rather against methods or lack of proper set-up or lack of publicity or against Team-work; than against the PRINCIPLE and the Nation-wide NECESSITY for the Work itself. This is encouraging.

If time permits and they are called for, possibly read, some of these Objections as appear from the letters of such persons, as, 1. Miss Dorothy Dickinson. 2. The United Brethren - "Some other Organization, preferably of the Church itself, than the Y. M. C. A., and Y.W.C.A., to lead in this important work! 3. Dr. Burner - "Some report far too much emphasis by the Teams on Foreign Work, and too little or none on the Home Mission Service-- etc.!" 4. Dr. C. C. Mcown, "Mostly the Time, Publicity, Team Unity, and Efficiency Ideas!"

COMMENDATIONS.

Surely any unbiased person reading and analyzing the Reports as they come from all over the Country - come from College Presidents, Professors, Students, local workers and Team Leaders will be GRATIFIED with the encouraging COMMENDATIONS of the Campaign. If time permits read from the letters of such men as -

1. Gale Seaman. 2. Dr. Clarke. 3. Dr. Clelland B. McAfee. 4. Dr. Joseph A. Vance. 5. Dr. Allyn K. Foster.

Respectfully submitted

(Signed) H. H. Bell

Associate Director Life Work Department.

Dr. White mentioned the receipt of some criticism from some Home Mission Forces because of the apparent overly large presentation of the foreign missionary cause.

The above criticism, however, was felt by persons present to be due more largely to the better organization of the Foreign Missionary forces than of the Home Missions Forces for specific presentation. The Committee was unanimous that there was no thought that there should be a one-sided emphasis of either cause but that both should move forward together.

Dr. White reported that many urgent requests were coming to him for the appointment of colored workers to carry on the work already begun in the campaign among colored colleges.

It was felt by the Committee that further information should be secured before reaching a decision. Therefore the following motion was passed.

> MOTION: Dr. Roundey and Dr. White shall constitute a Committee to make an investigation of the question of appointment of colored workers for colored colleges (as requested) and shall report at the next meeting of the Standing Committee.

The Committee considered suggested features for next year's program in the colleges and Universities with reference to life work guidance and recruiting, together with special campaign. It was the feeling of the Committee that here also most careful thought should be given and a sub-committee should suggest above action. Therefore the following motion was passed:

> MOTION: Mr. Tinker shall be Chairman of the Committee to draw up a suggested program for next year's campaign and report to the June meeting of the Standing Committee.

The following members were appointed on this Committee to serve with Mr. Tinker.

> Dr. White
> Miss Blanchard
> Mr. Wilder
> Mr. Lewis

Dr. White reported interesting developments in connection with a few universities and colleges with reference to vocational guidance. Mr. Jesse Davis of the Life Work Department has been visiting a number of universities, colleges and high schools,and the faculties of several universities and colleges, together with a few high schools, have taken favorable action to provide courses in vocational Guidance. One university in the Middle West has established a required course of one hour per week in vocational guidance, attendance required upon the part of all Freshmen.

In connection with the above developments, Dr. White reported that Mr. Davis was suggesting a conference to be held June 22 - July 3 for workers who are dealing with students on the question of Vocational Guidance. The Committee voted its approval of the idea as follows:

> MOTION: Approval of the proposed conference is given by the Executive Committee of the Life Work Department and if it is desired that members of the Committee be present, Dr. White shall invite them.

Dr. White reported that Mr. Ben Cherrington, Y. M. C. A. Field Secretary for the Rocky Mountain territory, is calling a conference of faculty leaders from his territory, to be held at Estes Park in connection with the Student Conference, June 11 - 21. This Conference of faculty leaders is particularly with reference to life work guidance; between seventy and one hundred faculty members will be present. Dr. Bell and Mr. Davis of the Life Work Department are planning to be present.

Dr. White reported very favorable returns coming in from the county conventions on Life Work. In this connection, he suggested the possibility of holding training conferences of state and county representatives of the Life Work Department, either by states or groups of states such conferences to last two days to a week, depending upon the area represented. The Committee expressed itself as follows:

> MOTION: The Committee expresses its general approval of the plan of training conferences for the state and county representatives of the Life Work Department, the details of them to be made by the Directors of the Life Work Department.

It was voted that the next meeting of the Executive Committee should be held at 111 Fifth Avenue, Fourth floor, at 4 o'clock, on June 4. The meeting will continue from 4 until 9 o'clock.

The Committee adjourned with prayer by Mr. Wilder.

STEWARDSHIP DEPARTMENT.

The General Committee on May 2nd, 1919 took steps looking toward organizing a department of Stewardship. The action was as follows:-

> Upon motion it was voted that a committee of seven be appointed by the Chair to consider the question of Stewardship and report at the afternoon session. The Chair appointed the following: Mrs. W. H. Farmer, J. Campbell White, George M. Fowles, W. B. Anderson, Alfred W. Anthony, James H. Causey, and John W. Hancher.

Afternoon session.

Mrs. Farmer spoke briefly on the report of the sub-committee on Stewardship. Dr. J. Campbell White read this report. After thorough discussion it was voted to approve the report of the committee in principle and that the whole matter be referred to the Executive Committee with power.

REPORT OF COMMITTEE ON STEWARDSHIP
Submitted May 2nd, 1919.

The Committee recommends that a card be prepared on one side of which the general principles of stewardship shall be stated, with opportunity for each one to indicate the definite proportion he will give.

On the other side of the card shall be a definite covenant to give at least one-tenth of one's income to kingdom purposes.

We further recommend that each denomination that already has some definite plan of its own be given the very largest liberty and cooperation in its use.

The following is suggested as a statement of the general principles of stewardship:

1. God is the author and owner of all I am and all I possess.
2. I am His steward and must account to Him for all I am and all that I possess.
3. His ownership and my stewardship are best acknowledged by my conscientiously devoting a definite proportion of all I have to His service. As my income increases, I must recognize a larger responsibility and must make a larger commitment.
4. All that I spend and all that I save I must treat as a sacred trust and administer as His steward.

Mrs. W. H. Farmer. A. W. Anthony.

G. M. Fowles. W. B. Anderson.
J. Campbell White. James H. Vausey.

The official documents show the development as follows:-

Executive Committee.
Cleveland, Sept. 26th, 1919.

Voted to call Ralph S. Cushman to head the Stewardship Department and that a Committee be appointed to confer with the Centenary Committee regarding releasing Mr. Cushman. Committee appointed: Messrs. Foulkes, Cory and Mrs. Farmer.

Cabinet Meeting.
October 27th.

Voted to have the question of Stewardship as the order of the day on Wednesday, the 29th, when Mr. Ralph S. Cushman will present the matter.

Cabinet Meeting.
October 29th, 1919.

Ralph S. Cushman presented outline of the Stewardship Department Program, with suggestions for Stewardship Enrolment cards.

Voted to approve the Stewardship Department program, as outlined by Mr. Cushman, with the changes suggested, and to ask Mr. Cushman to present the program to the representatives of the Denominational Forward Movements at Atlantic City on November 5th to determine the best time for the carrying out of this program.

Mr. Williams raised the question that there should be card files of the enrolments of tithing stewards, intercessors, etc., to substantiate statements made of enrolments.

Voted to refer to Messrs. Williams, Doughty and Cushman the matter of the statistical arrangement of enrolments to bring in report to the Cabinet at a later meeting.

Report presented by R. Cushman at Cabinet Meeting, October 29th, 1919. This report was adopted.

STEWARDSHIP DEPARTMENT PROGRAM.

PURPOSE: To coordinate the churches in a united movement to Christianise the interpretation of and the attitude toward property income, wages and money; and to inspire regular and adequate support, both financial and spiritual, for the Kingdom movements by creating a New Testament conscience on the vital relationships between the stewardship of possessions and the stewardship of all of life.

STEWARDSHIP PRINCIPLES AND ENROLMENT CARD: *

METHODS: (A) A Permanent Stewardship Educational Program. (Outline to be presented later)

(B) Immediate Stewardship Program For Arousing the Church.

(1) AN INTERCHURCH STEWARDSHIP EDUCATIONAL PERIOD OF SIX WEEKS TO TWO MONTHS, OFFERING AS ELECTIVES - A Four Weeks' Program involving pulpit messages on the Stewardship of Life, Prayer and Possessions.

(Suggestive outline to be available)

(2) Stewardship Study and Reading Courses.

(3) Systematic Parish Distribution of Stewardship Literature.

(4) Stewardship Educational Programs in the Sunday School, in the Mid-Week Services and in the Women's Societies.

(5) Christian Stewardship Enlistments in the Ten Million League of Protestantism.

(Each communion to make its own interpretation of Christian Stewardship Enlistments.)

(6) Enrolment Day with Every Member Canvas for Christian Stewardship Enlistments.

(7) Fellowship of Intercession Day with Enrolments.

(8) Stewardship Demonstration Stations Selected.

(Form A)

CHRISTIAN STEWARDSHIP ENROLMENT

Principles.

1. God is owner of all things.
2. Every man is a steward and must give account for all that is entrusted to him.
3. God's ownership and man's stewardship ought to be acknowledged.
4. This acknowledgement requires, as part of its expression, the setting apart for the extension of the Kingdom of Christ, such a portion of income as is recognized by the individual to be the will of God.#
5. The separated portion ought to be administered for the Kingdom of God and the remainder recognized as no less a trust.

---

* (See Form A and Form B - Pages 97 and 98.)

#Note.--In the Scriptures, the tenth is recognized as the separated portion. The proportion should increase as income increases. The Federal Income Tax Law exempts up to 15% of income given for purposes of religion, charity, etc.

MY PURPOSE.

In loving loyalty to my Lord, and as an acknowledgement of His Ownership, I purpose to set aside a definite proportion (%) of my income to be administered for the Kingdom of God.

Name.....

Address.....

Communion.....Date...191.

(This card will be forwarded by the Interchurch World Movement, 111 Fifth Avenue, New York, to the proper Denominational Headquarters.)

(Form B) ..... (Opposite Side)

CHRISTIAN STEWARDSHIP ENROLMENT

Principles.

1. God is owner of all things.
2. Every man is a steward and must give account for all that is entrusted to him.
3. God's ownership and men's stewardship ought to be acknowledged.
4. This acknowledgement requires, as part of its expression, the setting apart for the extension of the Kingdom of Christ, such a portion of income as is recognized by the individual to be the will of God.#
5. The separated portion ought to be administered for the Kingdon of God and the remainder recognized as no less a trust.

#Note.--In the Scriptures, the tenth is recognized as the separated portion. The proportion should increase as income increases. The Federal Incom Tax Law exempts up to 15% of income given for purposes of religion, charity, etc.

MY PURPOSE.

In loving loyalty to my Lord, and as an acknowledgment of His Ownership, I purpose to pay at least the tenth of my income to be administered for the Kingdom of God.

Name.....

Address.....

Communion.....Date...191.

(This card will be forwarded by the Interchurch World Movement, 111 Fifth Avenue, New York, to the proper Denominational Headquarters.)

Executive Committee.
November 10th, 1919.

It was reported that the Stewardship Department had been organized with Mr. Ralph S. Cushman as Director of the Department.

Cabinet Meeting.
January 23rd, 1920.

Dr. Cushman outlined a general plan that had been formulated for the Stewardship Campaign. It was voted that the outline presented by Dr. Cushman be approved.

The outline as finally announced is as follows:-

STEWARDSHIP DEPARTMENT.

The Need of the hour is not money, but an entire Consecration of Life with All its Possessions.

TWO GREAT OBJECTIVES.

I. It is the business of the Stewardship Department to lay upon the conscience of the churches this fact, better expressed in the following five principles:

1. God is owner of all things.

2. Every man is a steward and must give account for all that is entrusted to him.

3. God's ownership and man's stewardship ought to be acknowledged.

4. This acknowledgment requires, as part of its expression, the setting apart for the extension of the Kingdon of Christ such a portion of income as is recognized by the individual to be the Will of God.

5. The spparated portion ought to be administered for the Kingdom of Christ and the remainder recognized as no less a trust.

II. To secure a definite response to this effort through the enrolment of a League of Ten Million Christian Stewards, acknowledging God's ownership and man's stewardship, and expressing their solemn purpose to set apart a definite portion of their income for the extension of the Kingdom of Christ.

The term "Christian Stewardship" is here used in its broadest sense. The first three "principles" announced above say not a word about money. Important as wealth may be, it constitutes only a part of what God entrusts to man. Life itself is a trust from God, and therefore all that pertains to body, mind and spirit belongs in a Christian stewardship. These points are duly stressed in the literature issued by the Syewardship Department.

THE MESSAGE INTERPRETED.

I. The Present Low Standard of Absence of Standard of Giving Alarming in view of:

1. The vital relation between life and money - between the consecration of personality and possessions. (Luke 16:11; 1 John 3:17.)

2. The New Testament emphasis on the peril of covetousness and on the "money test" of faithful stewardship. (Luke 12:15; Mark 10:22.)

3. The result and the effect on the spiritual life of the individual and the Church.

4. The need and present opportunity for Christian world conquest.

II. God's Sovereign Ownership by Creation and Redemption, the Basis of Stewardship. (See Principles 1 and 2):

1. Indicated in Scripture, (a) "Ye are not your own for ye are bought with a price." (1 Cor. 6:20.) (b) "Not one of them said that aught of the things which he possessed was his own." (Acts 4:32. See also Deut.8, 11:18.)

2. Recognition will lead to new consciousness of the personality of God and a new Christian attitude toward property and human relationships.

III. Acknowledgement - the Key Word in Syewardship. (See Principle 3.)

1. Indicated as a principle, (a) By experience; and (b) in Scripture, by the "first-fruits", tithing, and proportionate giving. (Prov. 3:9; Lev. 27: 26-36; Matt. 23: 23-26, and 1 Cor. 16:12.)

2. Saves us from insincere profession. "We need some practical abiding principle like this, to make sure the principle of stewardship is a reality in our lives." -Speer.

IV. What Definite Proportion as Acknowledgment? (See Principle 4.)

1. "Most Christians begin with the tenth. The proportion should increase as income increases. The Federal Income Tax Law exempts to 15 per cent. of income given for purposes of religion, charity, etc." (See note following stewardship principles on enrolment card.)

2. Note - Safeguard the principle that the separation of some definite proportion is more important than the exact determination of the percentage.

V. The Administration of the Separated Proportion and the Balance of Income (see Principle 5) should be influenced by study of the tithing and "first-fruits" principles, as follows: (a) It was a first portion giving God first place; (b) It was a holy portion offered as worship; (c) It was used for special Kingdom purposes; (d) It was the acknowledgment of God's ownership of all possessions and life, and, therefore, it became the pledge of faithful stewardship of the balance of income.

METHODS.

The Stewardship Department seeks to promulgate the principles of Christian Stewardship:

By cooperation with the national organizations of the various communions.

By encouraging the nation-wide pulpit presentation of the stewardship message.

By circulation of the strongest literature obtainable, the promotion of stewardship reading courses and study classes, and the use of stereopticon lectures.

By training conferences of groups of men and women led by this department's own trained field secretaries.

By the appointment on Interchurch State Advisory Committees of outstanding stewardship leaders as representatives in each state, working through similar appointees on the County Interchurch Advisory Boards.

By cooperation with the Interchurch Women's Activities and Laymen's Activities departments in reaching the women's societies and men's organizations with stewardship literature and lectures.

By cooperation with the Sunday School forces and leaders of young people's organizations and movements in introducing stewardship principles into their lessons and programs.

February Educational Stewardship Period.

Representatives of the various Educational Forward Movements at the Atlantic City Conference unanimously recommended that the month of February should be designated as the period for Stewardship Educational Effort.
The program suggests a series of sermons outlined on the various phases of stewardship, the organization of stewardship reading courses in the societies and local membership heading up on February 22 as a day of acknowledgement and enrolment.

February 22, Acknowledgment Day.

The fourth Sunday (22) of February, 1920, has been named as the day for a national enrolment, and is designed to mark the first great advance in the enlistment of the League of Ten Million Christian Stewards. This enlistment should continue until the goal is reached. Where churches are unable to complete the educational work in time for February 22, the program should be continued until enrolment Sunday can be wisely undertaken. Enrolment cards and blanks for reports of enrolment results together with literature and full particulars should be obtained from denominational headquarters or Interchurch Stewardship Department, 45 West 18th St., New York City. *

---

* (Conference Booklet.)

Executive Committee.
Feb. 3rd, 1920.

Dr. Ralph S. Cushman reported on the Stewardship Campaign and the plan of going into the Sunday Schools, Young People's Societies and other organizations of the Church; that the department had the splendid cooperation of the various communions and the finest fellowship with the Stewardship leaders of the Forward Movements; that February 22nd was to be Stewardship Enrolment Day and of having gotten letters down to approximately three-fourths of the local pastors through the denominational forward movements. Mr. Cushman also outlined a plan for Stewardship advertising in the Religious and Secular press of the country, and expressed satisfaction as to the way the campaign was progressing.

Cabinet Meeting.
May 5th, 1920.

Dr. Cushman stated that the Stewardship Department suggested holding National Conferences for state men, state conferences for county men, and county conferences in which would be emphasized the four departments of Stewardship, Life, Service, Missionary Education and Spiritual Resources.

Also that the Stewardship Council of denominational Stewardship men had adopted resolutions to the effect that the Movement ask the denominations to emphasize a Stewardship Period, beginning with Sunday, January 23rd and culminating with Enrolment Sunday on February 20th.

STEWARDSHIP DEPARTMENT.

General Outline of Time Schedule and Plans.

Plans in accord with the vote of the Stewardship Council of denominational leaders at a meeting April 1st, 1920.

1. The Stewardship educational period beginning with Thrift week Sunday, January 23, 1921, culminating with enrolment Sunday February 20th, 1921 (five Sundays.)

2. (a) A period for Stewardship reading contest and Stewardship study classes (about one month).

   (b) A parish wide educational campaign to follow, involving public presentation from pulpit and in the various church organizations.

   (c) A parish and every family visitation for enrolments as Christian stewards.

3. Churches may accomodate themselves to the period, January 23rd to February 20th as follows:

   (a) Some churches will use it for a public presentation and enrolment period, having in the previous months, carried out the Stewardship reading contest or Stewardship study class idea.

(b) Other churches will use the period for Stewardship Reading Contests or Stewardship Study Classes, finding it necessary to postpone public presentation of the Stewardship theme and parish enrollment visitation to a later date.

4. Three Council Resolutions.

The Stewardship Council voted

(1st) That the period designated for Stewardship in the calender of the Interchurch World Movement for 1920-21 begin January 17th, 1921 the opening day of Thrift Week, of the Y. M. C. A. which period should be usdd for study and means of educational preparation, culminating in Enrolment Sunday, February 20th, it being understood that when climatic and other conditions prevent adjustment be made as found necessary.

(2nd) That in planning our propaganda Educational program for the coming Stewardship period we give special attention to Stewardship Education in the Sunday School, in the Young People's Society, in the Women's Societies and the Brotherhood as well as the general parish and pulpit preparation.

(3rd) That we request that the period finally fixed for Stewardship education be kept free from conflict with other interests so far as possible.

104, 105, 106 missing

INDUSTRIAL RELATIONS

The Department of Industrial Relations had what might be termed a providential beginning. Arrangements had been made at the All Board Conference which was in session April 30th and May 1st to discuss this subject on the afternoon of May 1st. During the noon intermission a riot broke out in Cleveland which delayed the afternoon session and which continued during the greater part of the afternoon and early evening. This riot brought home to the people in attendance at the All Board Conference a sense of the acute situation and the neet of con-

structive Christian work to help solve the problems, of the times.

The chairman said at the beginning of the afternoon session, May 1st, 1919, that "before we answer the next question which is 'what will this Movement endeavor to do with reference to the Labor situation and the industrial conditions of our country?' I am going to ask Dr. Haggard who just came through that crowd outside, to say a word as to what he saw."

Following Dr. Haggard's statement Dr. Worth M. Tippy spoke briefly on what he saw. Then a number of others stated what they saw. These speeches were more or less emphatic and the speakers called for some sort of an organization whereby the church might take its proper place in helping to solve these problems. The Chairman then announced:

> "I want to announce this for the body - I am not able to speak officially because the committees have not acted, but you will be glad to know that the secretaries who are having general charge of this movement have been for weeks in conference with the sanest minds we know of in this country, and we are planning to work out a very definite and we believe a constructive program, touching on this whole situation.
>
> We believe, however, that the less we say at the beginning the better; that we ought to start on a quiet, strong, constructive program and let it develop and let the reports come from what is done and not from what is said. We are at work on that now."

On May 2nd, Dr. Taylor raised the question as to the statement by the General Committee on the Industrial situation. Upon motion it was voted that a Committee of Seven be appointed by the Chair to consider the question of the Industrial situation and

report at the afternoon session. The following committee was appointed: Fred A. Wells, Frank Mason North, Mrs. F. S. Bennett, Herman F. Swartz, H. R. Gold, and Henry A. Atkinson. The committee submitted report at the afternoon session.

Dr. North spoke briefly concerning the report of the sub-committee on the relation of the Interchurch World Movement to the labor situation. Dr. Atkinson read the report of this committee. After thorough discussion it was voted that the report be received as a tentative statement of principles, with the understanding that action be taken in harmony with the recommendations of the Committee, that the Executive Committee create a department of Industrial Relationships to revise and complete this statement and to lay plans for departmental action; that the statement be issued and the departmental activities begin when authorized by the Executive Committee.

The report was as follows:

REPORT OF THE SPECIAL COMMITTEE ON INDUSTRIAL FINDINGS.

---

1. This committee, in the presence of the present tremendous and compelling problems, recognizes and reaffirms the special creed adopted by the Federal Council of the Churches of Christ in America and by the great majority of the churches here represented, as a statement of fundamental principles effecting industrial and social relationships, and pledges to the churches and to the nation its purpose loyally to promote the practical application of these principles as an essential part of its world program.

2. The test of democracy lies, not chiefly in the organization, but in the heart of society. Our nation helped to win the war against autocracy and to make possible the application of democracy among the peoples of the world. It now remains for Christian America to apply completely these principles in the realm of industry. The sharpest challenge from the Church today is to make religion and democracy real in the common life of mankind. The current disorders and disasters cannot be cured without recognizing the essential partnership of capital and labor and the interdependence of social and industrial groups and their mutual obligations.

3. Both employers and employees, through their leaders, are seeking with constantly increasing earnestness and at great cost to find solutions for the intricate and baffling problems connected with the application of these principles to present-day industry. We profoundly appreciate the efforts of these earnest men, and as definitely representing the churches, share with them, under the changing world conditions and in these purposes that are common to us all.

4. We approve the action of the Executive Committee in making an integral part of the program of the Interchurch World Movement a thorough study of the facts and conditions in the Industrial world and the relationship borne by the churches and individual Christians to the securing of the just and equitable interpretation of these relations and their solution in the light of the Gospel, and urge that such further steps be taken as may be necessary to make effective this action.

The following official records show the development of the Industrial Relationship Department.

Cabinet Meeting
New York, June 9, 1919

(7) Industrial Relations Department.
Voted to recommend to the Executive Committee that a small committee be appointed to investigate and present detailed plans relating to the whole Industrial and Housing situation. Fisher asked to represent the Cabinet for the present in relation to this Department and to meet with the Committee on Industrial Situation.

Executive Committee
New York, June 9th, 1919.

Recommendation from the Cabinet that a Committee be appointed to investigate the Industrial and Housing situation, and report back to the Executive Committee some plan of action for the Interchurch Movement. Committee appointed:- John A. Marquis, Chairman; D. D. Forsyth, Warren S. Stone.

Cabinet Meeting
Columbus, Ohio, July7-8,1919

Dr. Fisher submitted the plan of organization with recommendations. He suggested that it did not seem wise to adopt any definite program for the present. Dr. Tippy spoke concerning the general plan of the Department.

Voted that -
(a) We approve the general plan of organization as outlined by Drs. Fisher and Tippy.
(b) That it is the sense of the Cabinet that Dr. Fisher be asked to take the Executive leadership of the Department of Industrial Relations. Also that he be given ample time to develop the plans of the Department and that all questions as to personnel of that Department be referred to him.

Dr. Tippy presented recommendations concerning the organization of the Department of Industrial Relations (Exhibit C). It was suggested that in place of the term "Democracy in Industry" that the words "Participation in Management" be used. Voted to accept this report of Dr. Tippy's and to refer same to the Industrial Relations Department.

Dr. Millar presented extracts from actions taken by the General Committee and the Executive Committee and the Cabinet at previous meetings concerning the Industrial Relations Department.

It was suggested that Dr. Taylor report at the next meeting of the Executive Committee the action taken by this Department.

The following question was raised - Inasmuch as the Survey Department has placed in its outline the Survey of Industrial Relations, it is agreed that this should remain in the list, and as the question has already gone out to the Foreign Fields, covering these problems, it was suggested that the Industrial Relations Department get in touch with the Foreign Survey Department and either accept its results or make its own survey.

Voted to refer this question to the Clearing House Committee.

Cabinet Meeting
July 7-8.

RECOMMENDATIONS.
(Exhibit C)

To the Cabinet of the Interchurch World Movement, on the Organization of the Department of Industrial Relations.

1. That we set up the Central Advisory Committee, and the sub-committees acting in like capacity in the divisions of the department, in the early Autumn, after the return of the committee sent to Europe; also that, with two or three exceptions, the secretarial personnel be selected after mature deliberation.

2. That in the selection of the personnel at the head of the divisions we seek for men having expert knowledge of their fields and that a strong nucleus of such persons be created for the Advisory Committees of the divisions. This will operate to insure sound action, and it will give to the Interchurch World Movement the confidence of the forces in these fields.

LIBRARY OF THE UNION THEOLOGICAL SEMINARY NEW YORK

3. That each division conduct its own studies for the working out of its own program, but that it be considered how far these divisional surveys can be made together, so as to avoid waste and over-lapping of fields.

4. That a certain amount of research work be done at home during July, August and September, while the special commission is abroad. Under the Division of Industrial Democracy we should get complete lists of firms that have introduced democracy in industry and lists of men from these firms who could successfully present the results of their experimentation to groups of employers throughout the country. Similarly, we should get representatives of working men who are co-operating in these experiments who can be used for like purpose. Since the Research Department of the Commission on the Church and Social Service has already begun extensive work in this field it should be asked to complete the study. Like studies should be made in Farm Tenantry, Industrial Co-operation and Home Building and Owning. It will be possible for an under-secretary, for example in Home Building and Owning, to prepare an accurate statement as to the housing situation, to gather accepted standards of housing and to bring accurate knowledge of the plans of the Government and of other housing organizations.

5. That we aim to have initial studies finished and the national drives ready by Dec. 1st, and not later than Jan. 1st; and in any event as soon as they can be set up effectively.

6. That the Department of Industrial Relations base itself squarely on the teaching and spirit of Christ, taking no positive position in favor of any one general plan for the reconstruction of society; and that it seek to create a religious fellowship which shall be broad enough to allow for conservative, liberal and radical thinkers. In its practical and teaching programs it should at all hazard carry with it the body of the church.

7. As an illustration of a method which might be followed, I suggest the following plan for the National Drive of the Division of Democracy in Industry; first, that a tentative program be worked out; second, that a series of one or two-day conferences be held during the month of November in various industrial centres throughout the United States, including large cities and smaller industrial communities. In these conferences there should be noon-day luncheons with representatives of the city government and social agencies, an afternoon meeting with ministers, a dinner conference with employers and an evening meeting with the central labor body.

This tentative plan should be submitted to each of these groups for their discussion and suggestions. After these conferences have been held, the final program should be formulated and the national drive carried forward.

A. Teaching Program

a. Industry as service to the people of the nation This idea must be sold to the employing group and to the workers equally.

b. The welfare and advancement of human life, especially of the masses of the people, is a matter for first consideration in industry. This will involve, among other things, the responsibility of managers for their human relations to their employees and their families; and a recognition of responsibility of both managers and workers to the great consuming public.

c. There are three parties involved in the industrial process:

The managers
The workers
The public

They must be finally brought into all conferences and each must be fair to the other.

B. Working Program

a. 8-hour day.
b. Saturday half-holiday; one day of rest in seven
c. Industrial Bargaining and participation in management
d. Profit-sharing; joint ownership.

(Signed) Worth M. Tippy.

Columbus, Ohio
July 8th, 1919.

INDUSTRIAL AND COMMERCIAL COOPERATION

Presented Cabinet Meeting
July 7th-8th, 1919.

1. SURVEY:

1. Classify General Information.
2. Define and Compare Forms of Organization
   Rochedale, Cost plus, Russian and Baltic.
3. List and note success of going American Concerns.
4. History, Experience, advantages, Volume of Business, Class of Business, Commodities handled, % of Saving, Educational, Social and Spiritual Results.
5. Spiritual Content and Possibilities.
6. Reflex results indicated in citizenship.
7. Discover industries lending themselves most readily to Co-operative Organization and Operation.
8. Classify Commodities capable of most advantageous co-op Distribution.
9. Transportation Facilities, Tariffs &c.
10. Commodity Interchange Possibilities.
11. Locate Communities and Classes favorably inclined.
12. Classify Commodities most conveniently located.
13. Methods of Finance.
14. It is proposed that

    Fisher
    Tippy
    McGill
    Gold

    sail for Europe immediately for investigation concerning background of American immigrant labor.

DEPARTMENT OF INDUSTRIAL RELATIONS

Secretary

Secretary

Secretary	Salaried Commission	Secretary	Secretary	Secretary
Democracy in Industry	Industrial Conflicts	Farm Tenantry and ownership	Industrial Co-operation	Home Building and owning
Short Work Day 44 hr. Week Just Wage Collective bargaining Participation in management Provid sharing	Salaried Commission of three, one a woman each a specialist Prevention of threatening strikes Study of conflicts Policy for public officials Mediation (Managers Workers, the public	Permanence in Tenantry Farm ownership Rural credits co-operative machinery Co-operative farming Profit sharing	Production Distribution Survey of co-operative industry in America Europe Present promotive organization The Church's Program	Industrial Housing Tenement housing Suburban housing Rural Housing credits Co-operative Land Building Survey on Standards Company housing Government housing Agencies Program
Parties at interest Employers Workers Public Survey to determine program		Survey The problem What is being done Program		
National Drive	Publication of Reports	National Drive	National Drive	National Drive

Cabinet Meeting,
New York, September 5th, 1919.

Dr. Fisher reported attending a conference of prominent representatives of Capital and Labor, which enthusiastically approved the Interchurch Movement including the problem of Industrial Relations in its program.

Dr. Fisher asked that he might have two or three college men and women for his personal staff for investigation in industrial centres. Voted that such steps as may be necessary be taken to secure those workers.

Cabinet Meeting,
New York, September 8th, 1919.

Dr. Fisher presented the following outline of this Department:

1. Industrial Information Division
   History Labor and Industry Branch
   Collective Bargaining and Participation in Industry Branch
   Housing Branch
   National Minimum Standard of Living Branch
   Agricultural Labor Branch
   Racial Relations Branch
   Woman in Industry Branch
   Government Information Branch

2. Industrial Service Division
   Cooperative Organization Branch
   Free Speech Bureau
   Employment Management Branch
   Industrial Disputes Branch
   Foreign Labor Branch
   Field Branch
   Publicity Branch
   Survey Branch

Dr. North stated that the Movement should take into consideration what had already been done by the Church and other agencies in this field. The matter was thoroughly discussed, but the extension of time of the meeting being up the meeting adjourned without taking action.

Presented by Dr. Fisher
Cabinet Meeting Sept. 18, 1919.

INDUSTRIAL RELATIONS DEPARTMENT

To formulate and give expression to the principles and policies of the Movement with reference to industrial relationships. To disseminate by means of lectures and publications a knowledge of the historic development of economic and social conditions. To represent the Movement in its relation to outside

economic, social or governmental agencies, in the solution of industrial problems. To keep the various Units of the Organization informed as to the developments in the existing industrial and social conditions.

OFFICE OF THE DIRECTOR

Director - Fred B. Fisher

To initiate plans in the large for the presentation of the activities of the Movement on Industrial questions.
To coordinate and supervise the work of the constituent Divisions of the Department.

INDUSTRIAL INFORMATION DIVISION.

Chief

To prepare literature and speeches on all current phases of the industrial situation, including such topics as:
National Minimum Standard of Living
History of Labor and Industry
Housing
Women in Industry
Agricultural Labor
Migratory Workers
Racial Relations
Government Services and Information

To conduct a correspondence course for the training of ministers and speakers in industrial relations.

PARTICIPATION IN MANAGEMENT AND INDUSTRIAL DISPUTES DIVISION.

Chief -

To make first hand study of industrial disputes and to render whatever service seems possible looking toward a just settlement.
To study and catalog the occasions of the suppression of free speech.
To disseminate reliable information thereto, and as to the trend of official and public opinion in this connection.
To furnish to suppressed groups the place and opportunity for free discussion of any and all affairs short of advocacy of violence.

EMPLOYMENT MANAGEMENT DIVISION

Chief -

To disseminate information concerning relations between employer and employe.
To give publicity to plans in actual practice which have been condusive to bringing about harmonious relationships
To render service to industries in considering the relationships which should exist between themselves and employes, and in setting up plans and organizations for the conduct of such relationships.

To promote among employers the idea of recognizing labor in management, looking ultimately to their having a voice in the financial control.
To promote the idea of responsibility among employes for production both in quality and quantity and to develop their sense of individual responsibility.

COOPERATIVE DIVISION

Chief

To study the Movement as developed in America, and standardize the best methods and practices for the conduct of cooperative societies.

To promote the formation of cooperative societies.
To render services in the formulating, organizing and establishment of cooperative societies.

NEW CITIZENS DIVISION

Chief

To study the immigrant, his motives in coming here, and the conditions surrounding him after his arrival.
To study out and render service in the solution of the problems of readjustment to the new environment.
To promote immigrant colonization schemes on farms.

EDITORIAL DIVISION

Chief

To correlate the literature of the several divisions; to act as a link between the departments of Industrial Relations and publicity.

ACTION TAKEN AT EXECUTIVE COMMITTEE MEETING - September 19,1919.

INDUSTRIAL RELATIONS DEPARTMENT

Voted that we endorse the action taken during the summer by the Cabinet in the organization of this Department and the calling of Dr. Fred B. Fisher as an Associate General Secretary directing this department.

September 24-26, 1919.

III

COMMITTEE ON INDUSTRIAL RELATIONS

We recommend that the working policy of the Industrial Relations Department be as follows:-

1. General Duties of the Department.

To formulate and give expression to the principles and policies of the Movement with reference to industrial relationships as adopted by the General Committee, May 2, 1919, at Cleveland.

To disseminate by means of lectures and publications, a knowledge of the historic development of economic and social conditions.

To represent the Movement in its relation to outside economic, social and governmental agencies and related to the solution of industrial problems.

To affirm the principles as taught and lived by Jesus Christ, and entrusted to His followers. These principles must be the dominating force in the proper adjustment of industrial relations. They condemn all conditions repressive of human liberty and social advance. They equally condemn desertion of duty to public safety by the sworn servants of the law. They work for mutual understanding and cooperation by the irresistible force of justice and love. The Church must demonstrate that these principles can be applied to the actual conditions of the present day.

2. INDUSTRIAL INFORMATION.

To prepare literature and speeches on all current phases of the industrial situation, including such topics as:-

A minimum Standard of Living, Agricultural Labor, History of Labor and Industry, Migratory Workers, Housing Racial Relations, Women in Industry, Child Labor, Government Services and information.

To conduct a correspondence course and service for the preparation of leaders and speakers in industrial relations.

3. DEMOCRACY IN INDUSTRY AND INDUSTRIAL DISPUTES

To study the underlying causes of the present industrial disputes and to suggest where feasible to local churches and other Christian agencies methods by which they may relate themselves to the securing of just settlements.

To study and catalogue the occasions of the suppression of free speech.

To cooperate with the Churches and other religious agencies in providing places and opportunity for free discussion of any and all.

4. EMPLOYMENT MANAGEMENT

To give publicity to plans in actual practice which have been conducive to bringing about harmonious relationships.

To render service to industries in considering the relationships which should exist between concerns and employees and in setting up the organization for the promotion of such relationships.

To give publicity to the most successful plans and practice for the recognition of labor in corporate management, and also for its participation in corporate profits.

To promote responsibility among employees for production both in quality and quantity.

5. COOPERATIVES

To study the cooperative movement as developed in Europe and America and standardize the best methods and practices for the conduct of cooperative societies.

To render service in the formulating, organizing and establishment of cooperative societies.

To aid in the establishment and ownership of American homes such as suburban development and colonization for the relief of congested districts.

6. NEW CITIZENS

To study the immigrant, and his motives in coming here, and to improve conditions surrounding him after his arrival.

To render service in the solution of the problems of readjustment to the new environment and in training for loyal citizenship.

D.W.Teachout, Chairman

The General Committee voted general approval of the report of the Committee on Industrial Relations and it was referred to the Executive Committee, to review, and if necessary, to revise it so that it will harmonize with the instructions given by the General Committee at its meeting on May 2nd, 1919.

Hotel Pennsylvania, New York City
October 2 and 3, 1919.

REPORT OF THE FINDINGS COMMITTEE, NATIONAL INDUSTRIAL CONFERENCE OF CHRISTIAN REPRESENTATIVES

I

This conference, was called by the Industrial Relations Department of the Interchurch World Movement of North America on the recommendation of the Commission on Social Service of the Federal Council of the Churches of Christ in America, and the secretaries of social service commissions of several Christian bodies and organizations of the country. The delegates were nominated by the above named agencies.

The purpose of these findings is to point out the moral principles involved in all industrial relations and to suggest some methods applicable to the present situation. No attempt is made to deal adequately with either specific or general industrial problems but to indicate the Christian bases upon which these problems can be solved.

II

The basis ethical principles of individual and social life may be briefly summarized as follows:

1. The inestimable value of the individual and the right of the individual to the fullest development of personality.

2. Service the supreme motive of human activity and the only true test of human valuation and achievement.

3. The inescapable responsibility of all individuals for complete devotion to the welfare of the whole social order and to the end of establishing a genuine human brotherhood.

III

These principles, persistently and progressively applied, will inevitably solve our industrial and social problems. The present industrial system is on trial. We are not committed to the present or any other industrial, social or political order or institution as a finality. In Christian principles alone and in the civilization which they constitute is found the essential and practical basis for the creative evolution of society. We urge the strict application of these principles to all such matters as property, industrial organization, democratic government and public education.

We urge upon all parties interested in production the recognition and application of the following and similar methods for industrial re-adjustment:

1. The representation of the various parties in the government of industry.

2. The right of workers to organize themselves for the development of just and democratic methods of collective bargaining between organizations of employers and workers. All differences in industry involving human relationships are subject to discussion and before final action is taken both sides are under moral obligation to confer together through their official representatives, even the minority being entitled to a hearing.

3. The rational extension of cooperative movements in both the production and distribution of goods.
4. In relation to the industrial status of women, freedom of choice of occupation, the assurance of equal opportunities with man in technical and vocational training, the determination of wages on the basis of occupation and service and not upon the basis of sex, the establishment of healthful conditions of employment and an equal voice with men in the democratic control and management of society.
5. The recognition of the right of our twelve million Negro fellow Americans to economic justive and to freedom from economic exploitation.
6. The recognition of the right of foreign-born laborers to equal opportunities in their conditions of labor; the application of democratic principles to native and foreign-born alike in all relationships.

V

Justive demands that all channels of publicity and education be kept free for full and impartial discussion.

VI

The principles of Jesus must be applied to the life and business of the individual church members and to the organization and management of the churches themselves in all their enterprises. This conference appeals to the entire membership of the Christian churches of North America to undertake a thorough alignment of their lives with the elemental principles enunciated by Jesus. This constitutes a supreme issue in the present crisis. These moral imperatives must be taken seriously. Repentence for self-indulgence, self-seeking and for acquiesence in standards of social prestive set up by dominant pagan forces is vital. Mankind must be convinced that the principles of Jesus have power over those who profess to know them best.

VII

To this end we recommend:

1. A thorough reconstruction of the curricula and methods of religious education to insure that the youth of the churches shall be trained for their future responsibility in the application of Christian principles to economic life.
2. The immediate study by the adults of the churches of Christian principles as applied to the present industrial situation.

3. That all Christian colleges and theological schools provide adequate sociological and economic training for laymen and ministers to equip them for that leadership which the times demand.

VIII.

Industrial relations are of international significance. We therefore urge the serious consideration of Christian principles and proposals in international conferences by churches and their promulgation by all Christian representatives throughout thd world.

Increasing numbers of intelligent and conscientious prople believe that the conflict between the principles of Jesus and an industrial system based upon competition for private profit is aharply drawn. Those who believe that the present distress is not incurable under the present order have a great responsibility. Immediate and demonstrable progress must be made in applying moral principles and methods. Cooperation is imperative. Thus only can we bridge the gulf already existing between those who look only for an entirely new order and the forces of conservation. The interests of the stability as well as of the progress of our civilization make imperative an earnest consideration of the principles and proposals above outlined.

Bishop Francis J. McConnell,
Chairman of the Conference.

Daniel A. Poling, Secretary.

Frank Mason North,
Chairman of the Findings Committee.

Justin W. Nixon,
Secretary of the Findings Committee.

Fred B. Fisher,
Director, Industrial Relations Department,
Interchurch World Movement.

STEEL STRIKE INVESTIGATION

Presented by Fred B. Fisher
To the Cabinet, Oct. 9, 1919.

Attached hereto please find copy of Resolution adopted by the Industrial Relations Conference held at the Hotel Pennsylvania last week, with reference to the investigation of the steel strike. In this connection I would suggest the following points:-

Present: Messrs. Burton, Mott, Rowland, Speer, Harris, Haggard, Zimmerman.

Consideration of the Home Missions budget was continued.

VOTED: That the Home Missions Survey Department be requested to propose to the Executive Committee of the Presbyterian Church, U.S., a revision of their figures on the basis of $640,000 which was originally given instead of $923,000 erroneously understood.

VOTED: That the figures of the American Baptist Home Mission Society be recorded as changed from $57,976,439 to $46,223,304.

VOTED: That Mr. Morse be asked to check over again the figures of the National Baptist Convention.

VOTED: That the Home Missions budget be approved with the exceptions noted in the foregoing and the budgets of boards not yet reported. Mr. Morse to report final figures Monday morning, February 16.

The budget of the American Education Department was then taken up for consideration. Dr. French in the absence of Dr. Kelley, presented the details of this budget.

VOTED: That the budget of the American Education Department be approved as revised with such additional modifications as may be officially made.

VOTED: That correspondence be conducted with the Executive Committee of the Presbyterian Church, U.S., regarding their figures and secure approval.

VOTED: That general approval be given the Foreign Missions budget with changes as made.

The religious Education budget was next considered.

VOTED: That the Religious Education budget be referred to the chairman for consideration with Professor Athearn and report.

The Hospitals and Homes budget was taken up.

VOTED: That only those budgets of Hospitals and Homes shall appear printed in the Interchurch budget statement as are covered by the Atlantic City actions relating to Philanthropic Agencies preceding the word "except". "The action by the General Committee at Cleveland and the principles under which the Movement is proceeding in accordance with this action, applied to the existing situation of this field, make it necessary that the budget of any philanthropic organization shall be included in the budget of the Interchurch World Movement only by first being included in the budget of a national denominational body, except etc."

The budget for Ministerial Support and Relief was taken up.

After discussion it was

VOTED: That the budget as presented be approved subject to inquiry about certain items.

VOTED: That when the Board adjourn it be to meet at 10:30 A. M. Monday, February 16.

VOTED: That the problems of underwriting and of the combination of five and one year budgets are not within the jurisdiction of the Board of Review.

VOTED: That it is too late to seek to get allottments of special types to certain boards who came into the Interchurch World Movement after the first meeting of the Board of Review.

VOTED: That the budgets be closed not later than 10:30 Monday morning, February 16, 1920 and that they be presented to the Executive Committee at 12:30 on Monday, February 16, 1920, under the two following heads:

A. Amount to be subscribed in 1920
b. Amount to be paid in 1920.

VOTED: That hospital items be divided into two groups:

1. The national
2. The local

and that the national figures only be printed in the total Interchurch World Movement budget.

VOTED: That the Interchurch World Movement budgets shall contain only one final total figure for each Board.

VOTED: That inasmuch as no budget was submitted by the Salvation Army, the decision as to status of the Salvation Army in the Interchurch World Movement cannot come before the Board of Review.

Adjourned 11:00 P. M., to meet on Monday morning at 10:30.

(MORNING SESSION) February 16, 1920

Minutes of Meeting held on February 16, 1920 at 11:00 A. M.

Present: Messrs. Burton, Mott, James M. Speers, Speer, and Watson, also Dr. Taylor and Dr. Haggard.

The docket for the morning included the following:

1. Final action on the European and Near East question
2. Final action on the question of distribution of funds
3. Final action on budget.

VOTED: That the Board of Review is deeply moved by the facts brought to its attention respecting the terrible suffering especially of women and children in the countries of Continental Europe and the Near East and is keenly alive to the appeal which this suffering rightly makes to the sympathies and consciences of Christians.

On the other hand the Board is compelled to recognize that the action taken at Cleveland and reaffirmed at Atlantic City make it necessary that any sums taken up into the budget of the Interchurch Movement must first have been included in the budgets of denominational bodies.

Moved by these considerations the Board at its meeting of January 19 proposed to the various foreign missionary Societies that they should include in their budgets sums aggregating twenty-three million dollars for the relief of continental Europe.

In response to this suggestion a number of Boards have included the sum suggested to them or a part thereof. In view of this appeal and response and the necessity of closing the budget at this time the Board does not see any way by which it can include in its budget any amount for this purpose or for the Near East in excess of that already accepted by the Foreign Mission Boards.

Yet so great is the Board's desire that as large sums as possible may be given for the relief of the distressed and starving people of Europe and the Near East that it requests the Executive Committee to consider whether there is any practicable way in which the Interchurch Movement can call the attention of the Christian public to this matter, endorse the legitimate agencies already in the field, and exert an influence in favor of generous giving for the purposes under consideration.

VOTED: That the official budget figures be given out on Wednesday night February 18th, but that for the benefit of the Pastors' Conferences now in session, a telegram be sent to such conferences, which shall carry the approximate figures for the budget.

VOTED: That a committee of three be appointed to pass on any changes in budget figures that may be necessary before Wednesday night. Drs. Watson, Speer and Mott were appointed on this Committee.

VOTED: That in view of the fact that many of the denominational bodies cooperating in the financial campaign of the Interchurch World Movement have included in their budgets large amounts at the suggestion of the Interchurch World Movement, these amounts in many cases being in excess of the regular budgets, and in view of the fact that in addition to the contributions made directly to denominational treasuries, it is anticipated that considerable sums may come to these

treasuries through the central treasury of the Interchurch World Movement, the Board of Review ventures to recommend to the several boards that with a view to avoiding confusion and uncertainty as to how moneys received from these different sources shall be appropriated, the several boards of each denomination shall before the campaign, have a clear understanding with one another as to the basis on which the total receipts of that denomination are to be divided among the several boards and that each board shall define the principles in accordance with which it is to appropriate receipts, formulating the necessary rules of pro rata distribution and priority, especially as between the regular budget and items additional thereto. Respecting the rules to be adopted, the Board offers the following suggestions:

1. In case a Board receives in gifts directly to its own treasury, or partly thus and partly through the central treasury, the full amount of its askings, including the regular budget and any amounts set down for unoccupied fields, unallotted types of work, and special items, then in that case, it is assumed that the amount designated for the latter purposes will be used for these purposes, and will not be diverted to purposes of the regular budget; provided, however, that the precise methods of its use will be determined not by any previously adopted tentative budget, but by the whole body of facts as known when the money is obtained. With a view to gaining a knowledge of such facts and on the basis of them framing the wisest possible plans, it is advised that the several Foreign Mission Boards, shall, in consultation with other Foreign Mission Boards, and with the Committee of Reference and Council, take up the study of the fields to be occupied and tasks to be undertaken, seeking to avoid duplication of effort, undue concentration on a single task, and the neglect of important tasks; and shall at the proper time enter into definite agreement with other Boards as to the special field task of each. It is further advised that the Home Mission Boards shall adopt a similar procedure in reference to the Home Mission tasks and fields, in consultation with the Executive Committee of the Home Mission Council. While due consideration should be given to the tentative assignments of fields and amounts sent to the Boards and accepted by them, yet the final assignment of tasks and actual expenditure of money should be made in the light of the fuller study and consultation above recommended.

If, for example, a given Board has included in its regular budget, a considerable sum for enlargement of its already existing educational work in China, and has at the suggestion of the Interchurch Movement, likewise included a considerable sum for unallotted types of work (as for example, literature), and if as a result of the campaign it receives a sum sufficient to cover all the items in the regular budget but nothing in excess thereof, then it may well consider whether it ought to undertake all that enlargement of its educational work which it had contemplated at the cost of doing nothing in the department of unallotted types of work.

2. In case the total amount realized by any board does not exceed, or falls below, the regular budget, it is assumed that the maintenance of its regular work upon a basis of high efficiency will receive first consideration; yet in view of the urgent need of advance in certain directions, either through entering new fields or undertaking new types of work, and of the expectations of such advance entertained by contributors, it is judged that each board should in such cases consider carefully its duty as between enlargement of existing work and the undertaking of new work.

For example, a given board of foreign missions may have accepted itself allottment for unoccupied fields while another board of foreign missions may have felt obliged to decline to accept any allottment in this department, with the result that a large territory adjacent to that which the board first named has accepted is left unprovided for. In such a case, and there may be many such, it seems evidently necessary for the board which has accepted an allottment, to reconsider the question of the precise scope and nature of the work which it shall undertake. Indeed, in view of the acdeptance of the allottments made to them by some boards and the rejections of them by others, the whole problem of the distribution of work in unoccupied fields and unallotted types manifestly calls for reconsideration and readjustment.

3. It is assumed that designation of money to particular purposes by donors will be sacredly observed. On the other hand attention is called to the embarrassment which may arise if disproportionately large amounts are designated either for specific items within the regular budget of a denomination, or for items outside the regular budget though included in the total denominational budget.

4. It is to be remembered that all undesignated moneys contributed to the central treasury will be divided among the participating organizations in proportion to the contributions of living donors to the several denominational treasuries. Thus, if a given denomination receives ten million dollars in direct contribution to its own treasury and two million dollars in gifts designated to it through the central treasuary, and if the total of such denominationally designated gifts to all denominations is one hundred million dollars and the undesignated gifts to the central treasury ten million dollars will be 12/00s.

VOTED: That we request the Executive Committee to approve and adopt this report, and communicate it on behalf of the Board of Review, through the Survey Department, to the Boards concerned.

VOTED: That no figures for individual hospitals and homes be printed but that in case of denominations whose institutions are approved for inclusion in the local budgets only, a footnote shall refer to an appendix giving the totals approved

for each denomination, and that a list of local institutions in their area be sent to local campaign committees.

VOTED: That the question of revisions of items for hospitals and homes submitted by the Survey Department be referred to the Chairman with power.

VOTED: That the matter brought to the Board by Dr. Harris be referred to the committee already appointed with power of disposal (Drs. Watson, Speer and Mott.)

VOTED: That the matter of the elimination of the second column in budget totals entitled "to be paid in 1920," be referred to the Executive Committee.

VOTED: That the "totals" column be made the first column in the table of figures.

VOTED: That the method of separating the items representing subscriptions and payments for more than one year be left in the hands of the Executive Committee.

VOTED: That we approve the budget tables as submitted subject to motions already passed, and transmit them to the Executive Committee with the following preamble ;

In transmitting this budget to the Executive Committee and recommending its approval by them, the Board of Review desires to call the attention of the Executive Committee to the following facts respecting its preparation:

1. The Board of Review has been governed in its procedure by the action of the General Committee at its Cleveland meeting in September, 1919, and the concurrent actions of its Atlantic City meeting in January, 1920.

2. The Board of Review has considered the budgets prepared by the Survey Department in consultation with the various denominational bodies and interdenominational committees, and has advised the elimination of many items originally included in the preliminary budget.

3. The budget as recommended to you includes nothing which has not been accepted after due consideration by a denominational body duly authorized to approve a budget, and it excludes no item which these denominational bodies have finally recommended for inclusion.

4. On the one hand therefore the budget as it stands has passed under the scrutiny of the Board of Review which has, wherever it deemed it necessary, offered advice to the boards in respect to it; on the other hand, it is made up in its several parts of budgets each one of which has been deliberately approved by the duly author-

ized denominational body.

Adjournment subject to the call of the chair.

Charles O. Wright,

Secretary of Board of Review.

INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA, February 16, 1920.

BOARD OF REVIEW

APPENDIX IX

Excerpts from meeting of the Executive Committee held on Monday, February 16, 1920, being actions on report of the Board of Review.

Prof. E. D. Burton, Chairman of the Board of Review, presented the report in three main parts, as follows:-

(a) General Budget Statement (photostat) with typewritten preamble setting forth vital facts respecting the preparation of the Statement.

(b) Document stating recommendations of Board of Review with regard to distribution of funds received on account of the General Budget Statement.

(c) Memorandum of recommendations concerning relief of Europe and the Near East.

(d) Memorandum as to method of including hospitals and homes items in General Budget Statement.

Chairman Burton invited the special attention of the Committee to the approximate figures in the total columns of the General Budget Statement; that is, amount to be subscribed in 1920, and amount to be paid in 1920; stating that known items would decrease these figures, but that unknown items, to be included later, might stabilize the totals or even revise them upwardly.

VOTED: That Dr. Watson, Dr. Mott, and Dr. Speer be constituted a committee with power to include proper items in the General Budget Statement up to an including Wednesday night, February 18th, and where necessary, to extend the time in which such items might be included.

VOTED: To adopt part one of the report; copy of preamble being appended, marked "Exhibit A." (Preamble found on page 129.)

VOTED: On Motion by Mr. Rockefeller, to adopt and refer to the Finance Committee the following action:

"It is understood and agreed by each subscriber that all

subscriptions, unless specifically designated, shall be apportioned as among the participating denominations, and by each denomination as among its various enterprises in the budget, on such pro rata basis as shall have been agreed upon in advance."

VOTED: After seriatim consideration, to adopt the recommendations of the Board of Review regarding division of funds received by Central Treasury on account of General Budget Statement, copy of document in revised form being appended, marked "Exhibit B."

"Exhibit B" is to be found on page126of the minutes of the Board of Review under the fourth vote on that page.

VOTED: That the first three paragraphs of the document on relief of Europe and the Near East be approved.

VOTED: That the last paragraph of the document -- in Re, Interchurch World Movement inviting the attention of the Christian public to this matter of relief -- be tabled. Copy of document is appended, marked "Exhibit C."

"Exhibit C" is to be found on page 4 of the minutes of the Board of Review, the first action in the morning session.

VOTED: To approve the action of the Board of Review with regard to inclusion of Hospitals and Homes items in General Budget Statement; document appended, marked "ExhibitD"

"Exhibit" is the action on hospitals and homes, the last vote on Page 128and first vote on page129of the minutes of the Board of Review.

VOTED: To adopt the report of the Board of Review as awhole, with changes specified.

INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA. February 21,1920

BOARD OF REVIEW

Minutes

February 21, 192o

Meeting called to order by Dr. Watson at 11:15.

Dr. Watson offered prayer.

Present: Messrs. Watson, Mott, Speer, and also Dr. Haggard, Dr. Cory, Dr. Taylor, and Mr. Zimmerman and other members of the Survey Department.

VOTED: That the Interchurch World Movement notify the Underwriting Agency where budget figures are in doubt and that this Agency be the one which does the underwriting.

VOTED: That the Hospitals & Homes item submitted by the Evangelical Association be referred to Dr. Watson with power.

VOTED: That it is the strong preference of the Committee that the details of the Methodist items be placed as a foot note to the table rather than in the body.

VOTED: That the figures for the Evangelical Association, the Associate Reformed Presvyterian Church and also the items of the Methodist budget for Home Missions be admitted by the closing date upon the assurance of the Secretary that the Board will approve.

VOTED: That the Colored Methodist Church matter be left to the Survey Department to secure definite instructions and that this Church be admitted in compliance with the rules.

VOTED: That temperance items from denominations having boards of temperance work be put into the miscellaneous column with a foot note of explanation.

VOTED: That figures be not given out beyond the first year's budget statement.

VOTED: That the first column in the budget table be entitled;"Total Campaign Budget" and that a column be added at the end of the table entitled:"Approximate Portion of Campaign Budget to be Paid in Fiscal Year 1920-21."

VOTED: That the Board of Review approve the announcement in Pastors' Conference of a budget of "something over $300,000,000."

VOTED: That the Budget tables be put in form and be presented for final action to the next meeting of the Board of Review.

Adjournment to meet at the call of the chair.

INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA

Board of Review

Minutes

February 26, 1920

Meeting called to order by Dr. Charles R. Watson at 11:50.

Present: Messrs. Mott, Speers and Watson. Also Dr. Haggard, Dr. Taylor, Dr.Fowles, Dr. Harris of the Methodist Educational Board and other representatives of the Interchurch and denominational movements.

Dr. Watson offered prayer.

VOTED: That only those items from the M. E. Church which bear certification be admitted to the budget.

VOTED: That Dr. Watson be authorized to present the budget figures as now fixed to the Executive Committee.

Adjournment at 12:30.

World Survey Conference,
Atlantic City, Jan 7th-9th,1920.

Dr. Taylor introduced the matter of the circulation of an alleged libelous statement upon the stationery of the Ohio Manufacturers' Association, and in closing said "Our Executive Committee recommends that a special committee be created by the World Survey Conference to whom the statement should be referred, together with a reply made by the Executive Committee, for such further action as this committee thinks it necessary to take."

It was voted to adopt the recommendation of the Executive Committee; the special committee to consist of seven members. Committee appointed; David W. Teachout, Chairman, D.O.Shull, J.W.Kinneary, C. M. Rodefer, John D. Rockefeller, Jr. Mrs. John S. Allen, Dr. G. H. Ramsey.

EXECUTIVE COMMITTEE

Held at Hotel Cleveland, for dinner Monday evening, May 10th.

* * * * * * * * * * *

James M. Speers presiding.

Present: Messrs. Aitchison, Apple, Brown, Cory, Foulkes, Fowles, Miss Hodge, Messrs. Rockefeller, Shull, Smith, Speers, Swartz, Taylor, Teachout, C.L.White, Watson, Mrs. Farmer, Messrs. Cushman, Dennett, Diffendorfer, Haggard, Poling, J.C.White and Williams. Also Bishop McConnell, Messrs. Blankenhorn, Alvin Taylor and Vanderpyl of the Special Investigating Commission.

REPORT OF THE SPECIAL INVESTIGATING COMMISSION

Dr. Poling announced that the matter upon the docket was the report of the Special Commission appointed to investigate the Industrial unrest in general and the Steel Strike in particular; that the Commission had gone forward and was now ready to make its report to the Executive Committee. Dr. Poling introduced Bishop McConnell, chairman of the Special Commission.

Bishop McConnell presented the Summary and Extracts of the Report of the Steel Strike of 1919 of the Commission of Inquiry of the Interchurch World Movement and also a briefer statement of the General Findings of the Commission dealing with the situation with a view to publication.

It was the sense of the meeting that owing to the limited time at the meeting, it was advisable to have the report again before the committee for its consideration.

Upon motion it was voted to accept the report, with the appreciation of the Executive Committee for the painstaking work of the Commission, and that a committee of five be appointed to definitely take the report in hand for presentation to the Executive Committee at an unhurried session for its careful consideration.

Committee Appointed: H. C. Herring, Chairman, Mrs. Peabody, Biship Jas. Cannon, John D. Rockefeller, Jr., Warren S. Stone.

Upon motion it was voted to express to Bishop McConnell the unanimous appreciation of the Executive Committee, not only for the splendid work in connection with the Commission's report, but for taking the long trip from Des Moines in order to present the report in person to the Executive Committee assembled in session at Cleveland.

Adjourned

OHIO MANUFACTURER'S ASSOCIATION

General Committee
May 9-10

Dr. Foulkes stated that in connection with the attack on the Interchurch World Movement by the Ohio Manufacturer's Association and the reply of the Interchurch Movement which was under discussion of the last meeting of the General Committee at Atlantic City, official retraction of statements had been made by Malcolm Jennings which retraction is presented and becomes part of the official records of this General Committee meeting.

"Some weeks ago, I sent out a personal bulletin to the members of the Ohio Manufacturer's Association under the caption "THE ANARCHISTS IN THE INTERCHURCH WORLD MOVEMENT." I wrote the bulletin in perfect good faith and upon what I regarded to be reliable and accurate information. I did not, however, before preparing the bulletin, bring the matter first to the attention of the Interchurch World Movement, giving them an opportunity to confirm or deny, I thought that had been done. The officers of the Interchurch World Movement challenged the statement made in the bulletin and have furnished a statement containing a specific denial of the specific assertions made. I unreservedly accept their denial and make it mine, withdrawing the assertions of which they complain and asking the members of the Ohio Manufac-

turers'.Association not only to take note of such retraction, but that they will bring the correction to the attention of any to whom they referred the bulletin. I regret making any misstatements or doing any injustice to any one."

(Signed) Malcolm Jennings - Ohio Manufacturer's Association.

DEPORTATION STUDY REPORT

Cabinet meeting held at

111 Fifth Ave., Monday June 7th, 1920.

Mr. Diffendorfer presented report of Mr. Panunzio regarding the deportation of immigrants, their imprisonment, etc. with recommendation that the findings be published.

Voted that the report be received, but inasmuch as the Cabinet recognizes that it has not power to act in such a matter, that the matter be referred to the Executive Committee with recommendation for consideration and favorable action.

Voted, that in view of the fact that it is probable, the Interchurch Movement will publish the report, that request be sent to the Federal Council of Churches that they defer any special investigation they may contemplate until the Executive Committee has had opportunity to take action.

Voted that the Cabinet express appreciation of the work of Mr. Panunzio in gathering together the valuable material contained in the report.

DEPORTATION REPORT

Executive Committee
June 28th, 1920.

Mr. Diffendorfer brought forward the matter on the Docket of the Deportation Report as prepared by Mr. Panunzio which was presented to the Cabinet and referred by them to the Executive Committee, with recommendation for favorable action.

Voted that this report be referred to a sub committee of the Executive Committee for consideration and presentation of a later meeting of the Executive Committee. Committee appointed: Willard Dayton Brown, D.D.Forsyth, H.F.Swartz.

REPORT OF SUB COMMITTEE ON STEEL STRIKE INVESTIGATION

Dr. Poling made an opening statement and then read the report as submitted by Dr. Herring, Chairman of the Committee of five appointed by the Executive Committee to consider the report of the Commission on the Steel Strike, containing the following recommendations:-

(1) That immediate publicity be given to the report in all its parts. As to the method of such publicity, doubtless the Executive Committee needs no advice. The sub-committee merely states its impression that if the newspapers are furnished a condensed summary of conclusions and their representatives are given free access to the entire report, it will be wholly in harmony with the duty which we owe to the public.

(2) That just as rapidly as possible the entire report be produced in book form under whatever conditions as to manufacture and distribution appear to the Executive Committee desirable.

(3) In the work of putting the matter through the press it is likely that some changes of wording should be made in the interests of clearness. If a committee of the Executive Committee can cooperate with the secretary of the Commission making the report in doing this it will be desirable. Whether at this time of the year such an arrangement can be brought about is not clear.

Voted that the Executive Committee receive the report of the Commission appointed to investigate the steel strike and authorize its publication.

Voted that recommendations two and three in regard to producing the report in book form, distributing and putting the matter through the press be referred to the Business Committee and Secretary of the Commission with power.

Report of Dr. Herring, Chairman of
sub-committee of Five on the Steel
Strike Commission report.

Presented to Executive Committee
By Dr. Poling June 28,1920.

To the Executives Committee
of the Interchurch World Movement.

Gentlemen:-

The sub-committee entrusted with the duty of reporting upon the inquiry into the steel strike made through a special commission of which Bishop McConnell is Chairman, respectfully reports that it has examined with care the evidence and the findings placed in its hands.

It is impressed with the thoroughness of the work done, the completeness with which all factors of the case have been recognized and the fairness of spirit with which the report has been compiled. The normal presumption in a case of this sort, with a commission of such personnel as that which has prepared the document in question, would be that the conclusions are entitled to full confidence and that they will constitute a valuable contribution to the solution of the problems involved. It is your committee's judgment that this presumption is amply confirmed by the character of the report.

For the members of the committee who have not seen the report it may be stated that it goes into the history of the steel strike with the antecedent events and conditions which led up to it. It covers the period of the strike with indication of the forces which gave it strength and of the forces which ultimately caused its defeat. Ample extracts from testimonies given by persons who favored the commission with information at the hearings held are included. Extended comment is made upon the way in which the public authorities in the State of Pennsylvania were related to the opposing forces.

The report is written in graphic style calculated to enlist the interest of anyone into whose hands it may fall. At the same time it is in no way sensational in form. The conclusions reached by the commission are collated in a separate section of each chapter of the report. They have been bound up separately in manuscript and a copy accompanies this letter.

Taken as a whole, the commission's report constitutes a serious indictment of the steel corporation and of the public authorities in many places. On the other hand, it deals frankly with certain delinquences and the weaknesses of the labor organizations. There can be no doubt that it will be regarded by the public as strongly favoring the laboring man's side of the case. So far as your committee can see such impression corresponds wholly to the facts discovered. It feels that however distastful may be the duty of pointing out what appear to be grieveous wrongs we have no option in the matter. The Church of Christ has not only the privilege but the duty of witnessing against injustice, no matter by whom it may be done.

Your committee recommends: (1) That immediate publicity be given to the report in all its parts. As to the method of such publicity, doubtless the Executive Committee needs no advice. The sub-committee merely states its impression that if

the newspapers are furnished a condensed summary of conclusions and their representatives are given free access to the entire report, it will be wholly in harmony with the duty which we owe to the public.

(2) That just as rapidly as possible the entire report be produced in book form under whatever conditions as to manufacture and distribution appear to the Executive Committee desirable.

(3) In the work of putting the matter through the press it is likely that some changes of wording should be made in the interests of clearness. If a committee of the Executive Committee can cooperate with the Secretary of the commission making the report in doing this it will be desirable. Whether at this time of the year such an arrangement can be brought about is not clear.

Respectfully submitted,

Hubert C. Herring

James Cannon, Jr.

Warren S. Stone.

ATTACKS ON THE MOVEMENT

Cabinet Meeting
March 25, 1920.

Reference was made to attacks on the Movement appearing in "The Call" and other publications. It was agreed that these attacks should not be answered directly, but that there should appear in the Interchurch Bulletin a constructive statement covering the program of the Movement restating the principles and policies laid down by the General and Executive Committees and under which the Industrial Department has gone forward.

It was further agreed that this article should give an up-to-date statement of the work of the special commission appointed to investigate the Steel Strike. This Commission has been continuously at work and will soon have its reports ready to submit to the Executive Committee.

It was voted that Messrs. Taylor and Poling be authorized to pass upon the Bulletin statement.

Dr. Poling read telegram received from H.A.Shrader, Denver, Colorado, as follows:

"State in storm over leased wire report do something immediately following verbatim statement directors of Interchurch World Movement announced today that big business and Well Street are behind their nationwide movement against Bolshevism and Redism and that Wall Streets wealth represented by the chief multimillionaire groups has been pledged to insure success of proposals to cope with the Reds and kindred evils Rockefeller, Jr. is said to be particularly interested in the anti Bolshevist movement Rockefeller says official statement issued by Interchurch World Movement directors called here on business at the treasury conferred with Interchurch officials and pledged the support of big business toward the New World Movement of Relief and Education speaking for himself and group of his associates including former Justice Charles Hughes, Cleveland Dodge and Alfred Marling he declared that present Interchurch Survey directed against radicalism is the most thorough comprehensive and far reaching ever devised to stem tide of evil now rampart in Europe. Men who control purse strings of gigantic business fields frankly confess themselves alarmed at partial failure of governmental agencies at home to cope with the red evil they fear it is merely lying dormant by methods which would Christianize and Americanize the elements weak enough to accept the doctrines with which Central and Eastern Europe is now inflamed they urge that no cheese paring policy be followed they heartily indorse vigorous action."

and the Cabinet authorized the following reply, prepared by Dr. Poling:

"Cabinet instructs me to say that the Interchurch World Movement and its Industrial Relations Department are steadfastly adhering to the policies which have been approved by its general and executive committees. The newspaper statements to which your telegram refers are unauthorized and misleading. Statements will appear in the Bulletin."

OBJECTIVES

Immigrant in Industry Branch
Interchurch World Movement of North America.

Report of C.M.Panunzio, Manager.

The work of the Immigrant Industry Branch is based upon the fundamental proposition that the immigrant's whole round of relations to American life depends first and foremost upon his relation to his work. In proportion as the immigrant is contented in his work; in proportion as he is justly treated and is permitted to contribute a just measure of his creative

manhood to his work, to that extent, and to that extent only, is he ready to become a real and integral part of the life and the development of this country. In other words, all the problems of Americanization and Naturalization; all economic, social and racial adjustments depend primarily upon the relation that the immigrant subtends to his work.

He may go a step further and state that the immigrant plays a much larger and more important part than the public is generally aware of, or than the labor world is willing to acknowledge in all question of labor supply, standards of labor, labor unrest, radical movements, democratic management in industry, etc. The solution of all, or any one, of these questions now so prominently before the American public and which in a measure will always be present, cannot be permanently or approximately permanently reached without giving a greater consideration to the immigrant's part in them.

STUDIES AS BASES FOR CONSTRUCTIVE ACTIVITIES

I. The Immigrant in Inudstry.

Our first task, then, is to discover the basic facts concerning the part which the immigrant has played in the recent industrial development of the United States, and to secure data on questions such as these: To what extent has he contributed to it in numbers and in skill; how far has he been allowed to exercise his creative impulse; how far has he been justly or unjustly, humanely or inhumanely treated; how far has he been favored or discriminated against in matters of hours, wages, and general treatment.

II. Closely related to the above is the question of the relation of the immigrant to organized labor. In this connection queries such as these arise: What has been the policy or the attitude of organized labor toward the immigrant; how far has that policy or attitude advanced or retarded the organization movement among immigrants and more particularly, the labor assimilation of immigrants.

On the other hand, what has been the relation of the immigrant to organized labor; what has the immigrant contributed to the advancement or retardation of labor organization in America. What is his attitude toward organized labor and toward special labor unions; how far does he think of himself as a positive contribution to the organized labor movements; and, again, to what extent has he contributed both in number and in strength to his so-called radical and to the truly radical labor movement in America?

III The Immigrant in Agriculture

This is one of the most important phases of our work. For, on the one hand, our country is increasingly in need of farmers and farm laborers in order to produce the basic necessities of life, and, on the other hand, we know that sixty per cent of all immigrants of recent years were farmers or farm laborers in the old world. The question then is why has not the immigrant gone to the farm? How far has he had a real opportunity to go on the land? How far has he embraced such opportunities as have been offered him; how far has he made an all-round success, wherever he has gone on the farm: Is it feasible, in view of increasing labor needs in industry, to direct the immigrant to the country? If so, how can this be done? What plans are now in operation which could be adopted by state and Federal Governments to encourage the settlement of immigrants on the farm? Also, how can the immigrant be protected from land grabbers?

In cooperation with the Agricultural Labor Branch, six Immigrant Agricultural Colonies will be studied intensively, supplementing such general studies as have already been made.

IV IMMIGRANT AND COOPERATION MOVEMENT

Here we try to discover the relation of the immigrant to the cooperative movement in the United States, and to ascertain facts on the following points: To what extent has the immigrant aided or retarded in this movement or what contribution has he made based upon his experience in the old world. How do the immigrants in the United States look upon the cooperative movement. How far should it be encouraged; how far should it be encouraged along racial lines? These studies and investigations will be conducted with the aid of the Cooperation Branch.

V Americanization in Industry

Our next step leads us to make a study of the educational work which is actually being conducted in behalf of the immigrants in or through the medium of industry; to ascertain how far it is of benefit to the immigrants; how far of benefit to industry or the employers; how far it is a real contribution to the assimilation of the immigrant in America. First we shall compile a complete list of such firms as are now conducting Americanization in Industry, with indication of methods used, etc. Then we shall select six of the best experiments now being conducted and make an intensive study.

VI Emigration.

As a corollary to these main studies, we are making a general survey of the emigration movement from this country to Europe and Asia. As far as possible we shall let the emigrant answer for himself such questions as these: Why and where is he going; what is his idea of America; how long has he been in this country; is he a citizen; if not, why not, etc., and from this to learn the effects of our civilization upon the immigrant in our country.

VII A Policy of Migrations - National and International.

Thus far we have been considering the immigrant already in this country and his relation to questions of labor.

While this is important, there is a question of far greater importance, namely that of future immigration. In the past it has been generally maintained that we have needed immigrant labor for the proper expansion of our industries. How far is this true? If this be true, do we now, or shall we in the near future, need additional immigrant labor? In other words, should we encourage or discourage immigration?

To answer these questions we are compelled to face another whole line of considerations. First, we are compelled to acknowledge that in regard to immigration our country has been following a purely negative policy. Again we are forced to admit that that policy has been decidedly selfish. We have asked ourselves, do we need immigrants? How will they benefit us? And seldom, if ever, we have asked how immigration effects the countries of departure or the immigrants themselves or the entire range of international relationships. Putting aside the past, what policy should we prrsue in the future? Can our country accommodate more population? If so, to what extent? Do we need additional population by immigration for the proper expansion of our economic, social and national life. If so, what criteria should we adopt in admitting further immigrants? Should we follow a generous-hearted policy, or the law of demand and supply in the labor market, or should we frankly be guided by principles underlying civilization development? In other words, do we desire bulk, quantity, or do we want quality? In following these principles, how can we protect ourselves, protect the countries of departure and the people themselves, from the baneful consequences of the past? Do we, or do we not, owe an obligation to the thickly settled parts or countries of the world to permit them to use our country as an outlet for their population? What principles can be followed in order to give full consideration to the international aspects of migratory movements?

In order to answer these fundamental questions, studies entailing past migratory movements with their effect upon population, upon economic, social and moral developments, and taking up international legislation on migratory movements are necessary.

PRACTICAL CONSTRUCTIVE ACTIVITIES

Our aim in making these investigations is not simply that of making studies; nor is it founded upon a desire negatively to portray the undesirable aspects of the questions involved. Our aim is rather to ascertain the basic facts in order to construct a truly constructive program based upon the principles of statesmanship and of Christianity.

I. In the case of the Imigrant in Industry we will outline an educational program, setting forth the ethical aspects of the relation of the Immigrant to our Industrial life; aiming to interest employers, especially such as are connected with the church, an cooperating and active factors in the application of these principles. More specifically: To outline an educational program aiming to reach Foreman, especially Foremen connected with the church, and to give them an understanding of the psychological background of the imigrant and of the crucial position which the Foreman holds in all matters related to the immigrant in America.

II In the case of the Immigrant and The Labor Movement, to outline and to conduct an educational program aiming to secure the interest of Labor Unions in adopting a more positive attitude toward the immigrant now in this country and in conducting an educational program for the true constructive development and direction of the immigrant in his work life.

In the same connection, to prepare illustrated lectures aiming to teach the immigrant the true nature of American standards of labor and the value of the same and to help them to discriminate between progressive American standards and distinctly anti-American principles; these to be circulated in foreign churches, clubs, etc.

III For the Immigrant in Agriculture: To outline and conduct an educational program aiming to bring out policies and practical methods which might be adopted by local, state and Federal Government to get the immigrant on to the farm as the need arises; to suggest methods of Americanization, social and educational work to be conducted in immigrant agricultural communities, which are the most isolated groups of immigrants in America.

IV In the Immigrant and the Cooperative movement we will outline practical methods of aiding the immigrant, in his strugle for life, to foster cooperative stores especially in connection with foreign-speaking churches and societies.

V In Americanization IN Industry: To bring out a practical manual of the best methods now in use in the country; to encourage laymen connected with the church to introduce into their plants the best educational methods; to have one or more field men who will help such Christian employers as desire to institute educational work in their plants and in directing development of work along this line. Perhaps, in addition, to have an information service.

VI A service of far reaching importance may be conducted at Ports of Embarkation and in Transit. It takes the immigrant a period of six to eight days from the time he reaches the port of embarkation to the time he arrives in the United States. During this period he is most expectantly looking toward the United States, he is comparatively idle, and in a state of bewilderment. During this period an educational work of vast importance to the immigrant personally, to the proper distribution of immigrants and immigrant labor can be conducted. By co-relating this effort with that of the United States Immigration Bureau and Employment Service a work of distribution can be carried on which will not only prevent much human suffering but will also prevent many other ills. Such work is of no small importance in the full application and appropriation of the American spirit which we call Americanization.

STEEL STRIKE REPORT PUBLISHED

The Report of Steel Strike was published by Harcourt Brace & Howe, Inc. A copy of Report was presented to the President of the United States, and on page three of published report is the following:

TO THE PRESIDENT

(Following is the essential part of the letter addressed by the officers of the Commission of Inquiry to President Wilson in presenting a copy of the Report).

"Authorized by the Interchurch World Movement to investigate industrial unrest in general and the steel strike in particular, the Commission, of which the undersigned are Chairman and Vice-Chairman, respectively, has gone forward with its work for a little more than seven months. The publication of its completed report has been authorized. It is the very earnest desire of the Commission that since this report ventures to suggest certain actions by the Federal Government, it should come first to the President of the American people.

"The Commission finds in the iron and steel industry conditions which it is forced to describe as not good for the nation. It fails to find any federal agency which, with promise of early result, is directly grappling with these conditions.

"Unless vital changes are brought to pass, a renewal of the conflict in this industry seems inevitable. The report suggests the appointment of a special commission to bring about immediately free and open conference between employee and employer. This commission to go forward on the precedents of the presidential commission for the bituminous coal industry, named by you after a strike, and of the anthracite commission, appointed to avert a strike. . . .

"The conviction has grown upon this Commission that it should not fail to recommend a practical suggestion of peace for an industry drifting toward unrestricted warfare. As Christians we can do no other.

Francis J. McConnell, Bishop Methodist Episcopal Church,
Chairman, Commission of Inquiry.
Daniel A. Poling, Associate General Secretary, Interchurch World Movement,
Vice-Chairman, Commission of Inquiry.

(The White House received the copy of the Report on July 27, 1920).

PUBLIC OPINION

and

THE STEEL STRIKE

OF 1919

This volume was published in 1921 with the following statement:-

FORWORD

"The Report on the Steel Strike of 1919, made by the Commission of Inquiry, Interchurch World Movement, announced that a second volume would contain supplementary reports.

"The first volume was the work of the Commission, made after extensive field investigation by the members of the Commission, assisted by the staff of technical investigators.

"The Commission's members were chosen from representative denominations as follows: Mrs. Fred Smith Bennett (Presbyterian); George W. Coleman (Baptist); Alva W. Taylor (Disciples): John McDowell (Presbyterian); Nicholas Van der Pyl (Congregationalist); Francis J. McConnell (Methodist); Daniel A. Poling (United Evangelical); Advisory: Bishop William Melvin Bell (United Brethren); Bishop Charles D. Williams (Protestant Episcopal).

"The Inquiry was undertaken by the authority of the Executive Committee of the Interchurch World Movement at the request of the Movement's Industrial Relations Department, Dr. Fred B. Fisher, director, and it was ordered that the report when completed be submitted to the Executive Committee of the Movement.

"The field investigation lasted from the second week in October 1919 (the strike having begun September 22) to the first of February, 1920 (the strike having ended January 8, 1920) and included an informal approach looking to mediation, November 28 to December 5. In January, February and March the Commission from its own records and the investigators' reports, formulated the Report on the Steel Strike, which was unanimously adopted by the Commission of a two-day session, March 29,30, 1920, and the Executive Committee of the Interchurch Movement so notified.

"The Executive Committee received the report on May 10, 1920, and considered it in conference with the members of the Commission. The complete document was referred to the following sub-committee of the Executive Committee: Dr. Hubert C. Herring (Congregationalist), Bishop James Cannon, Jr. (Methodist South), Mr. Warren S. Stone (Congregationalist). Their report, made June 25, was unanimous for adoption.

"At its session of June 28, the Steel Report was adopted unanimously by the Executive Committee, all members having been informed of the calendar for the day. A copy of the Report was transmitted to President Wilson on July 27 and the text given to the press on July 28, 1920.

"This second volume is the work of the investigators, first submitted to the Commission during the investigation, then re-submitted for revision to the members of the Commission from December, 1920, to May, 1921, and ordered printed as accepted with the introductory notes of the secretary as editor. Primary responsibility for the present reports rests with the signing investigators; the Commission holds itself responsible for the use made of these reports in preparing the Steel Report.

"The Commission was particularly fortunate in its Secretary, Heber Blankenhorn, member of the Bureau of Industrial Research, formerly Captain, U.S.A., attached to the General Staff at Washington, then at General Headquarters of the A.E.F. in France; later attached to the Peace Commission. He had charge of the field investigation and the investigators.

"The field investigators whose reports were accepted by the Commission are:

"George Soule, editor and writer on industrial research for many publications; author of War Department Report on Industrial Service Section of Ordnance Dept.; co-author with J.M.Budish of 'The New Unionism.'

"David J. Saposs, research assistant to Prof. John R. Commons; co-author with Commons and Associates of 'History of Labor in the United States;' special investigator, U.S.Commission on Industrial Relations; expert, Bureau of Statistics, New York State Department of Labor; Industrial investigator, Carnegie Corporation Americanization Study.

"Marion D. Savage, formerly instructor at Wellesley College; assistant at Denison House, Boston; resident in charge at Spring St. Neighborhood House of Presbyterian Church, New York City; specialist in economics.

"Robert Littell, industrial student, formerly with American Mission to Allied Maritime Transport Council (London), American Relief Commission (Paris) and Supreme Economic Council.

"M. K. Wisehart, Member of staff of N.Y.Evening Sun as special investigator and Washington correspondent; European correspondent for Leslie's Weekly; author of report on New York political conditions for League of Women Voters.

"Bureau of Applied Economics, Washington, D.C.

"Over half of the supplementary reports are in this volume but some have been condensed in text. They must not be considered merely as supporting documents to the Steel Report but are separate fuller studies of special phases within the scope of the general investigation. As in the case of the first volume the supplementary reports were made with the technical assistance of the Bureau of Industrial Research. To members of the Bureau the Commission is further indebted for seeing this volume through the press.

"A central idea runs through this selection of reports; it is suggested by the title - Public Opinion and the Strike. In every labor controversy there is more or less talk about the 'weight of public opinion'. This volume affords some of the data to be reckoned with in deciding what public opinion is in reference to a strike, - the opinion reflected by the press, opinion as checked or controlled or molded by the relations of industrial companies to the organs of civil government in industrial communities, the opinion of groups of workers, opinion as influenced by reports of spies, opinion as to the conceptions of misconceptions of foreign-speaking communities. From this point of view it seems to us that the material of this volume has value altogether apart from its specific relation to the steel strike.

"To all of those who have thought of the Interchurch Report as radical we would like to say that every condition in the steel industry which the Report criticized is remediable, - and remediable without the inauguration of anything even resembling social revolution. There is no improvement which we suggest which the leaders of the steel industry cannot themselves put into effect.

"The industry's leaders recognize this. Following our report and the Cabot Fund investigations the Steel Corporation announced (March 7, 1921) that two evils, the seven-day week and the long turn at the change of shifts, 'have been entirely eliminated' and that an announcement concerning the twelve-hour day could be expected 'in thirty days or a little more'. On April 18 the chairman of the Steel Corporation announced to the stockholders: 'The officers of the Corporation, the presidents of subsidiary companies and a majority of others in positions of responsibility are in favor of abolishing the twelve-hour day, and for this reason and because of the public sentiment referred to, it is our endeavor and expectation to decrease the working hours - we hope in the comparatively near future. We have been disappointed by our inability heretofore to accomplish our purpose in this regard.'

"The most important matter of all, - the policy of control of the labor force, - is quite capable of reform by motion of the management.

Francis J. McConnell,
Chairman.

Daniel A. Poling,
Vice-Chairman.

LAYMEN'S ACTIVITIES DEPARTMENT

On February 15th, 1919 the Executive Committee of the Interchurch World Movement voted as follows:

> "Voted, that we recommend to the Laymen's Missionary Movement that this Movement continue in being, and that its executive officers be assigned to the Interchurch World Movement and under the control of its committee for such help as may be needed from time to time, with the understanding that the Interchurch World Movement will become responsible for such part of the budget of the Laymen's Missionary Movement as may be mutually agreed upon by the Executive Committee of the Laymen's Missionary Movement and the Executive Committee of the Interchurch World Movement."

At a meeting held on February 21st, 1919 the Executive Committee of the Laymen's Missionary Movement took the following action:

> "Resolved that the General and Executive Committees of the Laymen's Missionary Movement having before them the report and the resolution from the Executive Committee of the Interchurch World Movement rejoice to know of the effort of the churches of the United States and Canada to deal in a united way with the great missionary and educat ional problems of the church and the Laymen's Missionary Movement is ready to place whatever forces it may possess at the disposition of the Interchurch World Movement."

Following this action the personnel of the Laymen's Missionary Movement was assigned to definite positions in the organization of the Interchurch World Movement and while the Laymen's Missionary Movement continued its existence as a corporation its active work was merged with the Interchurch World Movement.

The Interchurch World Movement planned to take steps to cover the work formerly done by the Laymen's Missionary Movement and on July 8th, 1919 at a Cabinet Meeting which was held in Columbus, Ohio, a plan for Laymen's Council was presented:-

At a Cabinet Meeting on September 8th the proposition was further discussed and it was announced at that time that without a doubt it would be possible to secure the services of Daniel Poling for the Laymen's Council.

At a Cabinet Meeting on October 21st it was explained that the fundamental purpose of the Laymen's Council would be to rally the laymen of the country to definite Christian service. Dr. S. Earl Taylor announced that the reason action had not been taken by the Committee was that the question had been raised as to the advisability of a separate organized Laymen's Council or to build laymen into the Movement through the General Committee, etc., and that decision had been postponed until a later meeting when Mr. Smith could be present. It was voted to appoint a Committee to consider the report of the Laymen's Council and report at a later meeting. The Committee consisted of Messrs. Poling, Smith, Fisher & Williams.

On October 23rd at a Cabinet Meeting Mr. Smith read the report of the Committee appointed to consider the question of the Laymen's Council. The report being a revised form of the document adopted by the Cabinet on September 18th.

It was voted that the name of the Laymen's Council be changed to the Laymen's Activities Department and that the

document in its amended form be presented to the Executive Committee with recommendation to be adopted.

On November 10th, 1919 the Executive Committee voted to approve the plan of the Laymen's Activities Department as presented. The plan is as follows:

THE LAYMENS ACTIVITIES DEPARTMENT

of the

INTERCHURCH WORLD MOVEMENT

Presented to and adopted by Executive Committee, November 10th.

In view of the vast prophecy of the Movement to meet the whole program of the whole Church for the whole World, particular emphasis will doubtless be necessary with groups and types of people most vital to the successful carrying out of the program. Among these, in view of the unique issue of the Interchurch World Movement, one in behalf of a strong appeal to the laymen of the nation ought to be given attention for the following reasons:

First: Because all the incidents of the recent years of war and social change have augments tremendously the place, power and significance of the life of the common man. He has entered into new and larger influence in social, economic and political affairs, and ought therefore to be enlisted earnestly for a corresponding new relation to the supreme issues of life as represented in the Christian Church. The Interchurch World Movement, representing practically all of the Protestant Churches, is given a unique opportunity in making a nation-wide appeal to these men.

Second: Because the advanced interdenominational position being taken by the Movement demands that every advantage be taken of forces favorable to these ideals. In complete recognition of the great interest of many ministers and expert Christian workers in interdenominational work, and that they have been foremost prophets and leaders in much work of this character, it is generally recognized that there is a unique, powerful and determined interdenominational sentiment very common among the laymen, and therefore this unusual specialization is imperative, that this full sentiment may be brought to bear upon the large interests of the Interchurch Movement.

Third: Because the present situation demands a new interpretation of Christian duty with large numbers of laymen throughout the country. During the years of war, very high ground was taken by most men and boys everywhere, concerning unselfish, sacrificial service; but with the passing of those abnormal appeals there has been a distinct loss in this realm, and all too many men are being swept along by currents of gross materialism and pleasure seeking, and while these temptations are to a certain degree manifest to all the people they have peculiar force and peril to the business and professional men of the nation. There is therefore an unparalleled opportunity and need that the Movement initiate a nation-wide call to laymen to realize the even vaster importance of their being related in positive form to the same kind of service that they felt and knew in the war period.

Fourth: That the largest possible strength may be enlisted in executing the program of the Movement as outlined in the Survey. The Interchurch World Movement, very wisely and happily, is in intimate relations with most of the great Missionary Board and denominational agencies, all of which will be of inestimable value in the prosecution of the work, but the proposals are so enormous that the only hope of reasonable success is in the cooperation of vast numbers of laymen who are in vital touch with the life of the cities and towns of the country. The Interchurch World Movement therefore ought to give a large place to the Laymen's emphasis, that its own program may be made effective.

GENERAL PRINCIPLES

First: That care be exercisee at all times to preserve the solidarity of the general administration of the Interchurch World Movement and to the fullest extent to relate those interested to the whole program.

Second: The major effort to be centered in an appeal to business and professional men to relate themselves vitally to some form of Christian service, through the church or her accredited agencies, in view of their peculiar opportunities, and the special strain of the times in which they are living. Whether in literature or in addresses delivered, this principle to be made paramount, and relation to the Interchurch World Movement incidental.

Third: To keep as free as possible from additional machinery and to magnify to the highest degree the inspirational elements. In doing this, it would be necessary and expedient to keep the entire outline of all departments of the Movement in prominence that men interested might easily find the sphere in which they could render best service and would be kept intelligent concerning the whole Movement.

Fourth: To keep in hearty accord with all allied societies that to the largest measure the special work of the Laymen's Department may make a contribution to each, and through them to the entire interests of the Kingdom of God.

The Organization

The Laymen's Activities Department will go forward as a part of the Interchurch World Movement and will report as other departments do.

For purposes of administration, a Director of the Department will be secured who will be an Associate General Secretary, and also a special Field Secretary, and such other assistants as the work may require. The staff ought to be kept as limited as possible, however, that the new energies aroused may be cleared through other existing departments or kindred societies.

Methods

First: A conference of a limited number of representative laymen to be held in the autumn for the purpose of studying the plans of the Interchurch World Movement, also for considering

common problems of the Christian Church, and for the further purpose of organizing a small committee to continue as a counselling group for this feature, and to outline the special service which may be rendered by the laymen throughout the entire country.

Note: There ought to be included in the conference, and in all major gatherings, a few highly representative pastors, that their viewpoint of the specific church problems may always be respected.

Second: In conjunction with the Conference and Convention Division of the Field Department, and in harmony with the general plans of the entire movement, to hold a series of conferences in the greatest centers of the country for the purpose of presenting the ideals of the Movement of the Council.

Third: To discover, publish and promote literature which will be of particular profit in extending and making permanent the proposed program.

Fourth: To conduct an inquiry concerning the whole tendency of laymen in relation to the Church, discovering, so far as may be, what forms of service have most influence with them, what elements seem to interfere in securing a yet greater number, and any other information which, if made known, might be of profit to the Church and to the laity.

Functions

It would be the hope of the Department to so interest groups of laymen that they could be rallied promptly to assist

in any particular emergency of the Interchurch Movement, or in any special features of it at given times, or in any great event of moral issue in the nation or throughout the world. But the following items will be given immediate attention:

First: To act in an advisory and cooperative relation to any departments or events of the Movement.

Second: To secure small groups in every center, so far as possible, who will be channels of communication concerning the issues of the Interchurch World Movement and of the Laymen's problems.

Third: To organize bands of laymen to promote ideals of the Movement and the Gospel to the adjacent communities.

Fourth: To magnify the Evangelistic Message by impressing the importance of definite meetings of this character in connection with all local Interchurch World Movement committees, and of making this issue vital to the laymen wherever they are organized.

REPORT ON LAYMENS CONFERENCE

(Executive Committee February 3, 1920)

Dr. Poling reported on the National Laymen's Conference of the Interchurch Movemend held in Pittsburgh January 31st-February 1st-2nd, with 256 registered delegates representing thirty states and twenty-eight denominations. Dr. Poling expressed appreciation for the cooperation of the Field and Survey Departments, that the whole message of the Movement carried through with a continuity which gripped the hearts of the laymen present.

Dr. Poling stated that he had expected to bring the complete Findings of the Laymens Conference to the Executive Committe, but would recommend in view of the limited time for discussion and the length of the Findings, that they be referred to Messrs. Taylor and Foulkes. (Exhibit E).

Dr. Poling read the following resolution as adopted by the Laymen's Conference:-

"Overwhelmed by the situation overseas as revealed by the survey and emphasized by the messages of the National Laymen's Conference which has brought together representative men from thirty states and twenty-eight Protestant denominations; convinced of our failure to measure up to our opportunities and to meet the high expectations of the distraught peoples who looked to us for leadership and life, we call upon our representatives in Congress, regardless of party affiliation, to act at once on the Treaty of Peace and the League of Nations. We believe that in prompt and favorable lies the succor of millions and the peace of the world.

"We further request that the sum of one hundred twenty-five million dollars, as recommended by Mr. Hoover and Secretary Glass, be made immediately available for the starving peoples of Europe and the Near East."

George Benson Ferebee, Virginia, Chairman
Daniel Baker, Maryland
Harry L. Bond, West Virginia
Fleming Revell, New York
C. M. Rodefer, Ohio

Voted that the Executive Committee approve the resolution as adopted by the Laymen's Conference, that a telegram be sent to Washington, and that publicity given to the resolution.

Voted that the Findings of the Pittsburgh Conference be referred to Drs. Mott, Foulkes and Taylor with power.

SPECIAL LAYMEN'S CONFERENCE - January 31st-Feb.2nd,1920.

Dr. Daniel A. Poling began at once to arrange for Special Laymen's Conference to be held in Pittsburgh, January 31st to

Feb. 2nd. This meeting was announced definitely at the World Survey Conference, January 7-9th, 1920 and a full explanation of the work that was intended by the laymen's Activities Department was made to the World Survey Conference.

REPORT OF THE FINDINGS AND MESSAGE COMMITTEE
NATIONAL LAYMENS CONFERENCE: WILLIAM PENN HOTEL
PITTSBURGH JANUARY 31 FEBRUARY 1-2

We believe that the Church of Jesus Christ is a devine institution, demanding the hearty support of all Christian laymen. That through the Holy Spirit it is the truest inspirer to the highest service, the best interpreter of the will of God, and the brightest beacon to the oppressed and depressed peoples of the earth.

We believe that the outstanding need of our times is the religion of Jesus Christ, the fundamental principles of which are eternal and unchanging. We believe that the expression of these principles must be adapted to present needs, without weakening the appeal of all that is genuine in old methods and forms. To multitudes, both inside and outside the Church, many of the old methods and forms have lost their meaning and power. The Church must restate her eternal message to meet present needs.

We believe that the laymen identified with the local church should work for the building up of the community life, that they should engage in the ministry of reconciliation

between the various classes in society upon the basis of justice and righteousness, and that they should become interpreters of life and its possibilities to all the people, and that they should seek to honor God, by declaring that the Gospel of Jesus Christ practically applied, is sufficient for all the needs of mankind - spiritual, physical, social and economic.

We believe that as the needs and problems of each church and community vary, and that the individual church, in order to do its best work, must know all the facts of life, therefore, we recommend that the principle of the survey as introduced by the Interchurch World Movement be carried down to the individual church, so that studies may be made not only of the situation by which each church is surrounded, but of the conditions within the church itself. These studies, after an intelligent interpretation, to serve as the basis of an aggressive program to be carried out by each individual congregation.

We have heard with profound emotion and growing conviction the programme of the Interchurch World Movement as revealed in the Surveys and emphasized in platform messages. We accept it as the call of God and pledge to it our whole hearted support, particularly and immediately those aspects of it referring to Stewardship, Missions, Education, Life Service, Egangelism, Spiritual Resources and the united simultaneous financial campaign.

We would urge upon the laymen of America their participation in evangelistic Campaign which comes to a climax on Easter Sunday, April 4th, in the nation-wide Stewardship Campaign which will receive special emphasis on Sunday, February 22nd, in the Financial Campaign which will be conducted in the Spring of 1920, in the plans for the selection and training of intercessors and in the emphasis upon Family Worship as announced by the Movement.

We have been stirred by the appeal to evanelize the one billion people in foreign lands who have not yet heard the Gospel, and we are mindful of the great social and religious needs of vast populations in our own country as presented in the Home Mission Survey.

Realizing that these tasks can be accomplished only as the churches get together in the spirit of cooperation, we earnestly recommend that in every community efforts be made to coordinate the work of the churches in order to bring about the greatest efficiency and the largest measure of the spirit of unity.

We note with grave concern the weakness of the absentee ministry and the small and inefficient church. We, therefore, heartily recommend such an adjustment of forces that every community possible shall have a resident minister and an adequate equipment for the development of the spiritual, social and moral life of the entire community. We deprecate the continuance of several small churches in communities where there should be but one. We call upon our denominational leaders to

---

provide a plan for the effective supervision of such communities where people of many faiths desire to worship and work together.

We endorse and commend the organization of the individual church according to the "group" plan as recommended by the denominational forward movements and the Interchurch World Movement. Recognizing the splendid possibilities of the "Interchurch District Paln", we recommend that wherever possible the churches serving the same section, select for their groups the same geographical boundaries, thus bringing about a cooperation of effort in that section.

We strongly urge the necessity of organizing the men of the churches and that they be given definite, concrete tasks. Especially do we emphasize the importance of organizing Minute Men or similar groups, so that the churches may have available for special and immediate service during the campaigns which are just ahead, the hosts of men who are waiting to serve the church as lay workers.

Realizing the failure of a great majority of our churches to provide any means of holding our boys, the teen ages and mature manhood, we recommend to the laymen of our churches, that in each church, man-leadership be secured and very definite boys' and young men's work programs put into action, contributing adequately to their four-fold natures; Body, Mind, Heart and Soul. We strongly urge the necessity for man teachers and leaders for this work; for the younger boys in

organized Sunday School classes, with week day activities, for the older boys and young men, the Organized Bible Class with Club Life features, the Young Peoples Society, and with religious recreational and athletic activities for all the week.

In view of the marked ignorance among all classes, including many professing Christians, of the teachings of Christ we cannot too strongly urge the necessity of Christian Education. In addition to stressing the work of the Sunday Schools, we believe that the Laymen of the churches should strive to introduce the reading of the Bible in the public schools, or where that is impossible, to supplement the curricula of the public schools with religious education; that the High School Bible Classes be aided in every way possible and that week day Bible Schools be promoted; that university pastors be placed in every state university; and that the Church Colleges be given the utmost support.

We believe thoroughly in the plan for the Interchurch World Movement for dealing adequately with the problem of furnishing Christian hospital facilities.

We believe that the Church must stand for justice and democracy in industrial relationships, and we heartily endorse the Industrial Relations Department of the Interchurch World Movement, and its program.

We believe that the individual church should engage in an adequate campaign of publicity, using such methods as may command themselves, for the purpose of proclaiming the great truths of the gospel to men outside of the church.

We believe that the local church should declare itself in sympathy with all these agencies which are seeking to build up the community, in so far as their work is in harmony with the spirit and work of Jesus Christ. We command the service rendered by the great inter-denominational agencies, and we are grateful for their cooperation.

We believe that the recreational life of the community should have the serious attention of the men of the churches and that they should cooperate in every legitimate way with those who are charged with the task of enriching community life through social educational and recreational features.

We are humilated as we learn of the pitifully small salaries paid to our preachers, and we would urge upon the church the necessity of paying our ministers an adequate income.

We believe that the coming of Prohibition and the consequent closing of the saloon has given the Church another opportunity to minister to the social life of those who formerly patronized the saloons, and we recommend that the Interchurch World Movement through one of its departments, make a careful study of the situation and then suggest to the denominational agencies such a program as may seem necessary and desirable.

We believe that great injustice has been done to loyal foreign-born men and women in the country because of an unreasoning prejudice among many people against all foreigners, as the result of which they have become intensely bitter,

---

making them subject to the appeal of radicals who would sow the seed of hatred among them. We ask for justice to these brothers of ours who were born in foreign countries.

We believe that the Interchurch World Movement should recommend a comprehensive plan for the Christian Americanization of those who are indifferent to or negligent of their opportunities and privileges, whether they were born here or abroad.

We recommend that the Executive Committee of the Interchurch World Movement select and appoint an Advisory Committee, to the Laymen's Activities Department of fifteen or more representative laymen.

We further recommend that a group of outstanding Christian men whose training and experience fit them in a peculiar way for the service of the Movement be called by the Movement on the dollar a year basis.

We heartily commend the Laymen Activities Department of the Interchurch World Movement. It is not an organization; it is an emphasis. It is committed to the principle; <u>The Christian Church as a unit for the Christian program as a whole.</u>

We recommend that it present the message of the Movement with its special implications for laymen, to all bodies of men, such as Chambers of Commerce, clubs, regular and special conventions, labor unions, manufacturers' associations and groups conferences; that in going forward with its plans it support and cooperate with denominational and interdenominational agencies and that it keep always in mind the fact that a program of Christian service is vitally defective if it does not

---

begin with the individual congregation; if it does not set itself up in and for the individual church and local community.

Believing that the Christian home should be exalted and its solidarity emphasized, we suggest that the Interchurch World Movement promote plans for building increasingly into the structure of the church and the state, the Christian family as a whole. We especially urge that the Laymen Activities Department take note of the fact that there is a growing feeling among laymen that united action is alone adequate to save the spiritual values established by the war and to call all classes of men into definite Christian activity. We call upon it to assist in bringing to laymen the conviction of each man's personal responsibility for facing the whole Christian task. We are persuaded that it must play a large part in reaching, inspiring and marshalling the unchurched Protestant community.

We commend the department for going forward with its plans without building an extensive machine; for its purpose to enlist in carrying its message outstanding laymen who have been captured by its program.

During the great war the supreme call was for man power and in the end the war was won because the men of America brought up the last reserves of civilization. In the present crisis, which is above all a crisis of the soul - the soul of the individual and the soul of the world - the men of America are the last reserves of the Church. It is the day of Christian opportunity; it is the hour of the offensive! Bring forward the reserves and win the peace!

WOMEN'S ACTIVITIES DEPARTMENT

The development of women's work is shown by the following records:

CABINET MEETING

(Monday, Sept. 8, 1919)

WOMEN'S WORK

Mrs. Farmer stated that it was important for the women to be lined up definitely with the Interchurch Movement.

Voted that this be put on the docket for Thursday, the 11th and that Mrs. Farmer be asked to present the plans for the women's work in connection with the Movement.

CABINET MEETING

(September 12, 1919)

Mrs. Farmer presented outline and charts of the Women's Work. Discussion as to whether the Women's work should be a separate department or identified with the various department programs. Voted that Mrs. Farmer be asked to consult with Miss Cratty and Mrs. Bennett and submit report in writing to the Cabinet on next Wednesday.

CABINET MEETING

(Thursday, Sept.18,1919)

Mrs. Farmer presented a statement regarding the Women's Work, recommending that instead of a separate department in the Movement for women, there be a policy of sharing responsibility in all departments in which women would feel interest and exert influence. Voted that the Cabinet approve in principle the statement and asked Mrs. Farmer to present same to Executive Committee.

GENERAL COMMITTEE MEETING

(Cleveland,Ohio.Sept.24-26th)

Mrs. W.A.Montgomery presented report of the Women's Work, recommending not a separate women's department in the Movement but a policy of sharing responsibility in all departments and efforts in which women would naturally find interest and exert influence, and that the Movement secure the active cooperation of the women of the churches through their denominational organizations.

Report adopted. (Report follows).

REPORT OF
COMMITTEE OF WOMAN'S WORK

In view of the growing spirit of cooperation evidenced among Boards and denominations, we recommend -

1. Not a separate woman's department or division in the Interchurch World Movement, but a policy of sharing responsibility in all departments and efforts in which women would naturally find interest and exert influence.
2. That we secure the active participation of the women of the churches through their denominational organizations.
3. That plans be developed in consultation with committees already appointed by the Council of Women for Home Missions and the Federation of Women's Boards of Foreign Missions.

Mrs. W.A.Montgomery, Chairman

CABINET MEETING

(Monday, October 6th, 1919)

WOMEN'S DEPARTMENT

Voted that the Women's Department be developed as a department in being, but that it operate along the line of the policy adopted by the General Committee.

CABINET MEETING

(January 22, 1920)

WOMEN'S CONFERENCE

Mrs. Farmer reported that it had not been found advisable to hold the Women's Conference in Pittsburgh on January 30 - February 1st, as originally planned, and that with the consent of the Cabinet the Conference would be held in Washington February 7, 8 and 9. It was voted to approve the change of time and place.

Mrs. W. A. Montgomery presented and read the proposed program for the Women's Conference, to be held in Washington February 7-9. Upon motion, the program was approved and adopted.

EXECUTIVE COMMITTEE

(Feb. 3, 1920)

REPORT ON WOMANS CONFERENCE.

Dr. Cory stated that a large number of invitations had been issued to representative women for the forthcoming Womans Conference in Washington, February 7-9, that the responses were coming in even beyond expectation; that approximately 250 to 300 delegates from all over the country would be in attendance and a splendid conference was anticipated.

CABINET MEETING

(February 11th, 1920)

WOMANS CONFERENCE

Mrs. Farmer reported on the Womans Conference at Washington; that the conference had even exceeded expectation; that the program had been well presented and most effective; that the delegates were enthusiastic over the plans for future work.

Executive Committee,
Friday, February 13th, 1920.

Report on Woman's Conference.

Mrs. Farmer reported on the Woman's Conference at Washington February 7th-9th where were assembled 280 women from 21 states and 31 denominations. They represented not only forty boards of Home and Foreign Missions, but also many clubs, business groups, authors, war workers and other prominent activities for women; that the program was well presented and the women were enthusiastic over the work; that women's teams were being organized to conduct in fifty cities, conferences for women paralleling the Pastors Conferences.

Voted, to approve the report, and that the Findings of the Women's Conference be presented for ratification to the Executive Committee at a later meeting.

Adjourned Meeting

EXECUTIVE COMMITTEE

(Monday, February 16, 1920)

REPORT ON NATIONAL CONFERENCE OF CHURCH WOMEN.

Mrs. Farmer read the report of the Findings Committee of the National Conference of Church Women, dated February 9, 1920, and after brief discussion it was voted to receive the report for later consideration, with the understanding that in the meantime the Women's Activities Department be authorized to circulate the report in condensed form, especially in connection with the women's conference paralleling the pastors' conferences, stating that it is a report of the Washington Women's Conference now before the Executive Committee.

EXECUTIVE COMMITTEE

(Thursday, February 26, 1920)

FINDINGS OF THE WOMEN'S CONFERENCE.

Voted to approve the Findings of the Women's Conference at Washington as presented with recommendation that publicity be given to them.

REPORT OF THE

COMMITTEE ON FINDINGS

NATIONAL CONFERENCE OF CHURCH WOMEN

COMMITTEE

Mrs. Raymond Robins, Chairman
Mrs. Paul Raymond, Secretary.

Miss Cornelia Anderson
Mrs. Roger W. Babson
Mrs. Fred Smith Bennett
Miss Belle H. Bennett
Mrs. George W. Coleman
Mrs. George G. Caron

Mrs. James H. Causey
Mrs. Effie L. Cunningham
Dr. Katherine Bement Davis
Mrs. Daniel Johnson Fleming
Mrs. James A. James
Miss Julia Lathrop
Mrs. Medill McCormick
Mrs. William Fraser McDowell
Miss Carrie McLean
Mrs. William A. Montgomery
Mrs. Philip N. Moore
Miss Jean Oram
Mrs. Charles H. Prescott
Mrs. Wallace Radcliffe
Mrs. F.F.Stephens
Mrs. S. Earl Taylor
Mrs. R. V. Taylor
Mrs. Williston Walker
Mrs. Oliver A. Williamson
Mrs. May Leonard Woodruff

The National Conference of Church Women, assembled in Washington, February 7-9 1920, upon the call of the Interchurch World Movement, the Council of Women for Home Missions, and the Federation of Women's Boards of Foreign Missions of North America, unites in the following affirmations of faith:

We believe that there is only one power adequate to meet the needs of these tremendous times - the power of Jesus Christ through His gospel.

We believe that the way out of the present difficulties and dangers confronting the world lies in full acceptance of the leadership of Christ and in loyal obedience to His program.

We believe that within the Christian church are enfolded the mightiest energies which can be released to make the will of Christ regnant among nations as among individuals.

We believe that the hope of the present situation lies in the possibility of arousing the church of Christ to reconsecrate itself to the promulgation of His gospel and to pour out its life in the service of mankind.

Because the Interchurch World Movement is founded squarely upon these great affirmations, the Conference wishes to go on record as sincerely and emphatically endorsing the plans and purposes of the Interchurch World Movement. We call upon the women of the churches to pledge their loyal active support to the Movement, and to give themselves ardently and unitedly to carrying out its daring yet practicable aims.

In the Interchurch Surveys, we have for the first time in history, an opportunity for all Protestant Christians to know the magnitude of the whole task, evangelistic, social, industrial, and educational, at home and abroad. In the Interchurch program, we have for the first time, an opportunity for all who hold the gospel in its fullness and simplicity to plan together, pray together and work together in the unity of the Spirit on their common task.

Believing that the day has come when the churches are closer together than ever before and when the sense of spiritual unity is constantly growing, we rejoice in the Interchurch World Movement as a means for further strengthening the ties of comradeship, for further increasing the sense of unity of purpose, and for further stimulating the practice of cooperating in work. We believe in the necessity of further enlarging the vision of both individuals and churches and in the emphasizing of likenesses rather than differences, if Protestant Christianity is to prove great enough for the greatness of its opportunity. We believe that this unity of spirit will grow as we go on into ever deeper union with our common Lord. In His presence there is room only for discipleship.

We recognize the Spiritual Resources Department as the foundation stone of the Interchurch World Movement. Only a spiritually quickened church can be used of God in carrying out His great plans. We therefore urge upon Christian women everywhere that, realizing the impossibility of accomplishing the superhuman ends of the Interchurch World Movement by human wisdom, they enter into a new fellowship of prayer and intercession; that they put underneath all the objectives of the Movement the dynamic of a faith that lays hold on the strength of God, and that they release in its behalf this, "the greatest unused energy of the Christian church."

We would emphasize and commend the insistence of the Spiritual Resources Department upon the obligation of the individual Christian to win other individuals to personal discipleship; upon the duty of the Christian home to be a great training school in religion by its maintenance of the family altar, of Sabbath observance and regularity in church attendance, and by the development of a missionary spirit.

The importance of the Life Work Department in the Interchurch World Movement cannot be overestimated. In this present hour of the world's agony, there is demanded a new consecration of every life and the whole of life to the service of God. We recognize in every honest business or profession a field for definite Christian effort. Yet in world conditions as they exist today, there is a call of special urgency for the dedi-

---

cation of young life to the service of God through the activities of the church. The church is a mighty army only as it has well trained, able and devoted officers. By as much as we recognize that the church is indispensable to national and world redemption, by so much must we emphasize the claims of the ministry and the mission fields upon the loyalty of our young people. The staggering task of getting the message of the Life Work Department into the schools and colleges of the country constitutes one of the great challenges of the Movement. Now that, for the first time the churches have in this Department the necessary machinery it is the sense of this Conference that the entire student field should be thoroughly surveyed with a view to the establishment of a permanent and adequate agency for enlisting the students of the land in the service of the church.

We regard the message of the Stewardship Department of the Interchurch World Movement as fundamental and significant. The kingdom of Christ cannot be advanced and the mission of the church fulfilled unless a new conscience can be created regarding the surrender of all the resources of life in terms of money, no less than of intercession and of personality. The question of money cannot be dissociated from any worthy program of progress. Jesus devoted sixteen of his thirty-three parables to various phases of stewardship. One-sixth of the pages of the gospels are given up to these and other teachings of the Master in regard to the relation of material possessions to the Kingdom.

In view of the convincing presentation made through the statistical survey of the Interchurch World Movement: (1) of the failure of the Christian church to make its gifts keep pace with the increase of its resources, and (2) of the non-participation of many church members in the support and promulgation of the gospel; the Conference wishes to recommend to women's mission boards a fresh emphasis upon the obligations of stewardship in their publications and programs, and to individual church women a thoroughly study of the teachings of the Bible on this matter which is so vitally related to the winning of the world for Christ.

We urge upon church women everywhere enthusiastic cooperation in the program of the Industrial Relations Department of the Interchurch World Movement in its effort to secure the interpretation of the spirit of Christ in all the social and economic relationships of life.

The ethical standards of a Christian nation require that life be safeguarded by fair economic standards, by the physical care of mother and infant, by the abolition of child labor and the substitution of universal elementary education, by the suppression of unwholesome amusements, and by the civic provision of innocent and invigorating recreation. To secure and maintain these standards, laws must be enacted and enforced. We call upon Christian women to exercise to the full their responsibilities as citizens, and to remember that their constant attention is imperative if children are to secure the protection of th

---

the state against selfish or ignorant exploitation. The safeguarding of the health, happiness and welfare of young women, through wise legislation and social reforms, should also rest with peculiar urgency upon the hearts and consciences of Christian women.

Its passion for philanthropy is a distinguishing mark of the gospel of Christ. Wherever the Son of Man enters, there the blind see, the lame walk, the lepers are cleansed, the deaf hear, and the sick are healed. Hospitals, sanitariums and orphanages are as typical expressions of Christianity as are meeting houses. An outstanding challenge to the Christian spirit is offered by the millions of children throughout the world who have been orphaned by war pestilence or famine. The appeal of these starving little ones goes straight to the heart of the disciples of Him who said, "Inasmuch as ye have done it unto one of the least of these, ye have done it unto me." It is the sense of this Conference that women's mission boards, home and foreign, should put a "big budget for babies" upon their schedules to meet this most piteous need of the world, and that church women everywhere should generously support this enlarged program of organized motherhood for the orphaned children of the world.

We recommend cooperation with the Interchurch World Movement through its great departments of education; general, religious and missionary. Specifically, we recommend that the women of the churches emphasize the fundamental necessity of a public school system which shall provide for the education of every child in the United States until he is sixteen years of age.

We believe that special instruction through their respective churches, whether Protestant, Catholic or Jewish, should be so closely related to the public schools that every child should be assured a religious training and that insofar as the program of the Protestant church is concerned, this should include an intensive study of the Bible from the point of view not only of spiritual values, but also as the most important existing work of history and literature.

Recognizing that the Christian family is the foundation of Christian civilization and believing that such a family can be based only on the highest conceptions of the most sacred relationships between men and women, we affirm the responsibility of the Christian home in conjunction with the church of Christ for teaching our boys and girls a single standard of sex morality - that of selfcontrol and chastity.

It is the sense of this Conference that the success of the Interchurch World Movement in apprising the churches of Protestant America of their common needs and in leading them to undertake a united task, depends in terms of human resources upon the larger development of a spirit of cooperation. Cooperation among denominational bodies in meeting the needs by

disclosed by the surveys at home and abroad is in turn dependent upon securing cooperation among the various boards and agencies within each denomination. These organizations cannot function cooperatively so long as the various societies within the local church are organized upon a separate or competitive basis.

In view, therefore, of the necessity of developing the cooperative spirit at every stage of the life of the church, we recommend that women's mission boards approve the organization of guilds, federations or unions in the local church in which all the varied interests of the women shall function as departments, and in which every woman who bears any relation to the church may find the task for which she is fitted by inclination and ability.

We further suggest that city federations of church women seek to obtain cooperation in community matters with civic, industrial and legislative interests.

Moreover, we believe that the National organizations of church women should approach other great national bodies of women to bring before them the spiritual needs of the world, and to give them an opportunity as individuals to relate themselves vitally to some form of Christian service through the church. We are convinced that there is not a single great organization of women that could not find a common basis for coordinating its specific plans and purposes with the world-program of Jesus Christ.

No other country is so well organized in its woman power as the United States of America. We believe that, if we, as organizations of church women, thus seek to cooperate along community and national lines with other organizations of women, the force for righteousness developed in those organizations separately will be intensified and utilized far more effectively for the public good.

The Conference presents to every Christian woman the call of the Interchurch World Movement as an imperious challenge to service. Under the swift demand of enlarging and insistent opportunity, the work of years must be crowded into the next few months. Thousands of women in the state conferences, tens of thousands in the county conferences, must be discovered, enlisted and trained in the definite objectives which make the program of the Interchurch World Movement, which we believe is the program of God for our day and generation. The women of every calling, every club, every church, every community must be brought face to face with the need of the world for Christ in this crucial hour, and with the claim of the church of Christ to the supreme place in Christian life and purpose, until from the east and from the west, from the north and from the south, day by day, they gather in a great host like the host of God. On their lips is the pledge of fealty: "Thine are we, David, and on thy side, thous son of Jesse" and their hearts, knit as one, into the perfect heart, to make Jesse's greater Son, King over all the earth.

---

177 missing

EXECUTIVE COMMITTEE

(March 30, 1920)

RELATION OF WOMENS ACTIVITIES DEPARTMENT TO FIELD DEPARTMENT

Mrs. Peabody presented the report of the committee appointed to consider the relation of the Women's Activities Department to the Field Department, as follows:

The Committee appointed by the Fabinet to consider the relation of the Field Department to the Women's Activities Department would recommend the following readjustment of organization to avoid duplication and overlapping.

1. Since much of the work of the Women's Department should function through the Field Department it should be understood that all work in the field is directed by Dr. Coty.

2. While we continue for the present the Women's Activities Department we recommend that Mrs. Farmer be associated with Dr. Fisher in the Missionary Education Department with a view to correlating the educational work of Women's Foreign Mission Boards with the Interchurch program, thereby establishing a necessary link.

3. We recommend that members of the staff of the Women's Activities Department be transferred to the Field Department or such other departments as desire their assistance.

Voted to approve the report.

GENERAL RECOMMENDATIONS FROM EDUCATIONAL GROUP

CABINET MEETING
November 24, 1919.

RECOMMENDATIONS FROM EDUCATIONAL GROUP.

Dr. Poling presented the following recommendations from the Educational Group:

(1) That the seven conferences, which have been known as the Missionary Education Conferences, be continued for the next year, with a major emphasis on Missionary Education as heretofore.

(2) That the general policy be adopted, wherever practicable of holding state summer conferences for the training of representatives of at least the four departments which are having representatives in the states, counties and congregations, and for general instruction in the whole program of the Interchurch Movement.

(3) That the Easter Ingathering be under the direction of the department of Spiritual Recourses; that the matter of a possible Evangelistic Department be left for future consideration.

(4) The Group requests the Cabinet to state whether the Publicity and Personnel Departments are to be represented in the Group Conferences.

1. Voted to refer the matter to Messrs. Taylor and Haggard to take up with Miles B. Fisher.

2. Voted to approve item No. 2.

3. Voted to refer the third item for full discussion at the Cabinet meeting on Wednesday, the 26th.

4. (a) Voted to refer to Dr. Taylor, with power, the decision as to what meetings of the Cabinet, Groups and Conferences a representative of the Publicity Department shall be permitted to attend.

(b) Voted, pending decision of the Publicity Department matter above, that attendance at the Group Meetings be confined to department heads forming the Group itself, unless by special invitation.

Cabinet Meeting
December 2nd, 1919.

MISSIONARY DINNER JANUARY 12th.

In view of the fact that so many of the leaders will be giving an extra week for the consideration of the same questions that will be postponed for several weeks.

RECOMMENDATIONS FROM EDUCATIONAL GROUP Cabinet Meeting
December 15, 1919.

Dr. Poling presented the following recommendations:

(1) Young Peoples Work

That the Department of Young People's Activities be created, and that William Ralph Hall, Superintendent of Young People's work for the Presbyterian Church in the United States of America, and Secretary of the Interdenominational Young People's Commission, be invited to come to the Interchurch World Movement, as Director of Young People's Activities.

That he be related to the Educational Group, and further details concerning his relationships and responsibilities be referred to this group for consideration and report. That his immediate responsibility be in connection with the Life Work Department in arranging for the Young People's Meetings in the County Conventions.
Voted to approve this recommendation.

(2) Japanese Aggression
Recommendation regarding "investigation of Japanese aggression in China" was presented and it was voted to refer this to the Promulgation and Survey groups.

(3) Posters and Charts
That all posters and charts used in the state conventions be re-submitted to the Educational Group for further consideration before they are duplicated for use in other gatherings, and that all new matter be submitted to the Educational Group before being displayed.
Voted to approve this recommendation.

Cabinet Meeting
January 12, 1920.

REPORT FROM EDUCATIONAL GROUP

Dr. Poling presented extracts from Minutes of the Educational Group (Exhibit B,C,D, and E). Upon motion the actions therein set forth were approved.

Exhibit B
That outline of season of Evangelism prepared by Dr. Doughty be recommended for approval to the cabinet with the suggestion that the Life Service and Stewardship campaigns be properly recognized and included in the program.

Exhibit C
To approve the proposal of the Missionary Education Department, that $5000. be voted to assist the proposed International Missionary Educational Conference to be held in Lunteren, Holland, August 21-29, 1920; time and place subject to change -- $1500. of this amount to be made available in the budget

---

January - June 1920; $3500. to be provided for in the budget July - December 1920. This grant from the United States assumes that the other national units will among them raise $4000. Voted finally that it be the judgment of this group that strong delegations of women should be brought up to this International Conference.

That all material regarding principle, program and work of the different departments be submitted to the directors of each department for approval before publication in the Speakers' Handbook.

That the general plan in regard to Lantern Slides for the Pastors' Conferences, as presented by Mr. Orchard, be adopted with the suggestion that the selection of the slides be left to the heads of the departments involved.

Exhibit D

That the Stewardship and Women's Department be given the right to make a special offer, in connection with the Stewardship Reading Contest, to such societies as will carry out the conditions, offering the literature published by the Movement at not less than 50% of the list price.

That this be approved with reference to this specific campaign without its being made precedent for future action without review.

That the responsibility with regard to literature be fixed as follows:

Dr. Herben	Editorial and Manufacture
Dr. Hill	Paid Literature
Dr. Clark	Free Literature

Exhibit E

That we leave the responsibility of making the budget for free literature to Mr. Clark, in consultation with each of the department heads in the group.

That the catalogue and price list of publications of the Movement be printed in the manual for pastors to be distributed at the pastors' conferences if possible.

That the price list of a department's literature be put on the individual pamphlets of the department as far as advisable; the advisability to be determined in consultation between the literature department and the department concerned.

That the maximum editions of major pieces of printed matter be 100,000 each.

That free literature be given at the pastors' conferences in cooperation between Mr. Clark of the free literature department and the heads of departments, and that this be brought to the attention of the cabinet.

That display pay "Ads", outlining the main items of the program, for the next few months be inserted in the religious press of the country at the earliest possible date.

Cabinet Meeting
January 19th, 1920

REPORT OF EDUCATIONAL GROUP

Dr. Poling reported that it was the opinion of the Educational Group that the Laymen's Activities, Women's Activities, and the Young People's Departments should be transferred to the Promulgation Group. Upon motion, it was voted that the transfer of the Laymen's Activities, Women's Activities and the Young People's Department be made to the Promulgation Group.

It was voted to refer all details in regard to the engagement of Miss Anita Ferris to the Educational Group.

Cabinet Meeting.
January 19, 1920.

Exhibit A.
EXTRACT FROM MEETING OF EDUCATIONAL GROUP (Jan.13,1920)
Submitted to Cabinet for approval.

VOTED: That it is the opinion of the Edcuational Group that the Laymen's Activities, Women's Activities and the Young People's Departments should be transferred to the Promulgation Group.

Cabinet Meeting
January 27, 1920.

RECOMMENDATIONS FROM THE EDUCATIONAL GROUP.

Dr. Poling presented four recommendations from the Educational Group (Exhibit A and B) which were acted upon as follows:

INVITATIONS TO LAYMEN TO ATTEND SUPPER CONFERENCES.

It was voted to approve the recommendation that laymen and women be invited to attend the supper conferences at the

at the Pastors' Conferences, provided that only a small number be invited.

TRAVEL LEAVE FOR MISS ANITA FERRIS.

It was voted to approve the recommendation that Miss Ferris' travel leave be extended to ten months.

ADVERTISING APPROPRIATION FOR STEWARDSHIP CAMPAIGN.

It was voted to approve an appropriation of $90,000 for advertising in the Stewardship Campaign, with the stipulation that Mr. C.S.Clark be requested to submit data covering this item to the Budget Committee before Thursday, January 29th.

STEWARDSHIP, INTERCESSION, ETC., IN SUNDAY SCHOOL LESSONS.

It was voted to approve the recommendation regarding a more adequate presentation of the message of Intercession, Life Enlistment and Stewardship in the Sunday School lessons.

Exhibit A

RECOMMENDATIONS OF EDUCATIONAL GROUP

That the Educational Group Executive bring before the Cabinet the request of the Educational Group that the directors of the four departments be permitted to invite laymen and women to special supper conferences in connection with this pastors' conference.

That the Educational Group recommends that the request of the Missionary Educational Department be approved, extending the time of Miss Ferris' travel leave for Survey to ten months.

Cabinet Meeting
January 27, 1920

Exhibit B

RECOMMENDATIONS OF EDUCATIONAL GROUP

VOTED: That $90,000.00 be appropriated to cover the cost of Stewardship advertising in the secular press for the period beginning February 11th and ending February 21st; this to cover the cost of 4 quarter page insertions in 267 newspapers, reaching the metropolitan areas of the whole country; it being understood that the topical program involved in the

stewardship, Evangelistic and Life Service Departments be all stressed as far as it is possible to do so.

VOTED: That the Educational Group of the Interchurch World Movement request the Sunday School Council of Evangelistic Denominations to make provision for a more adequate treatment in the graded and uniform Sunday School lessons of the message of Intercession, Life Enlistment and Stewardship as it is now being presented by the Forward Movements of the various communions and the Interchurch World Movement; and that it also be presented to the International Sunday School Association meeting at Birmingham, Alabama on February 11th and 12th.

Cabinet Meeting

with Educational and Promulgation Groups

May 5th, 1920.

I was announced that the object of calling the joint meeting was to consider the future conferences which are being planned and by process of elimination and coordination to make a unified program for the Movement. Reports were called for from the Educational Group.

LIFE WORK DEPARTMENT

Dr. White stated that the Life Work Department were planning a Recruiting Campaign in from 300 to 400 colleges of the country, but that he felt the main drive of the Movement should be towards intensive training conferences embodying Missionary Education, Stewardship, Personal Work, Life Work and Personal Evangelism.

SPIRITUAL RESOURCES

Dr. Doughty stated that the Spiritual Resources Dept. had in mind National Conferences to be made up of the state representatives of the department, with national denominational people particularly interested in promotion of Bible study, family worship, intercession and evangelism. Also a series of state conferences to lay before the state representatives and selected individuals of recognized capacity the program and get their suggestions, with the view to going down to the community with the complete program of the Movement.

STEWARDSHIP DEPARTMENT

Dr. Cushman stated that the Stewardship Department suggested holding National Conferences for state men, state conferences

---

for county men, and county conferences in which would be emphasized the four departments of Stewardship, Life Service, Missionary Education and Spiritual Resources.

Also that the Stewardship Council of denominational stewardship men had adopted resolutions to the effect that the Movement ask the denominations to emphasize a Stewardship Period, Beginning with Sunday, January 23rd and culminating with Enrollment Sunday on February 20th.

MISSIONARY EDUCATION

Dr. Miles B. Fisher stated that the Missionary Education Department were planning to create a staff of ten men and women, five teams of two each, to visit perhaps thirty cities during the coming year holding missionary education conferences for the purpose of training people to themselves conduct conferences of missionary education.

INDUSTRIAL RELATIONS

Mr. Partridge stated that the Industrial Relations Department were planning to hold four Industrial Relations conferences in various sections of the country, and two local conferences in response to local demand.

Dr. Poling summed up for the Educational Group stating that the denominations were planning for a larger number of conferences than ever before, and that the Movement should decrease or coordinate their conferences, and that the County Conferences should be emphasized, with one presentation; that the Laymen's Activities should make the approach to the Laymen, the Women's Department to urge the attendance of women, and the Young People's Activities Department work with the young people.

Dr. Haggard stated that the Statistical and Exposition Department could render great assistance in conferences and that they should be brought into consultation in planning for conferences.

PROMULGATION GROUP

Dr. Cory outlined plan for State training conferences, and County conferences, suggesting that a small committee of two groups be appointed to coordinate the conferences of the Movement and denominational programs, as unless a series of conferences can be projected which will have right of way the Movement ought not to go forward.

Voted that a committee of five, two from Educational group, two from Promulgation group and one from Survey group, be appointed to take the various conferences plans of the groups and coordinate them and report back to the Cabinet. Committee appointed: Messrs. Haggard, Armour, Mrs. Cronk, Messrs. White and Cushman.

REPORT TO THE CHURCHES

Dr. Foulkes stated that Dr. Watson's revised "Report to the churches" was being multigraphed in preparation for the meeting of the Forward Movement Leaders and General Committee, but that the portion referring to the work of the departments was incomplete and that Dr. Watson desired a concise statement of the departments to be woven into the document.

Voted that the departmental material in hand be turned over to Mr. Dennett and that the Publicity Department be instructed to edit material and produce a general statement of the work of the departments, not to exceed 3000 words, to be delivered to Dr. Foulkes by Saturday, for presentation to the General Committee in connection with Dr. Watson's "Report to the Churches".

LIBRARY OF THE
UNION
THEOLOGICAL
SEMINARY
NEW YORK

WI
XI

33205

C H A P T E R V

FIELD ACTIVITIES

(2) These official documents of the Interchurch World Movement have been gathered and grouped by subjects for convenience in reference. Care has been taken to avoid interpretation either in narrative or arrangement.

TABLE OF CONTENTS

	PAGE
Preliminary Conferences	1
Summer Conferences	1
Denominational Meetings	2
State Organization	3
Report of Committee on Field Organization and Work	9
Departmental Field Organization	9
Parallel Conventions for Young People	14
State Training Conferences	16
National Leaders Training Conference	16
Representation at Training Conference	22
Expense of Delegates	24
Program of State Training Conference	25
Teams & Schedules of State Training Conferenc	28
Report of State Training Conference	32
Syllabus for State Training Conference	35
Protest Concerning State Training Conference	34
All Board Conference Outline	36
World Survey Conference	41
World Survey Conference findings	42-57
Other Conferences	57
Pastor's Conferences	58
Program Suggested	61
List and Date of Conferences	68
Suggestions & Team Numbers	68
Report of Pastor's Conferences	74
Findings of Pastor's Conferences	85
County Conferences	114
Plan and Organization	115
Life Service Conferences	120
Manual for County Conveners	121
The Rockefeller Tour	128
Publicity and Advertising	129
Promulgation Group	141

CHAPTER V.

FIELD ACTIVITIES***

The work of the Interchurch World Movement in the field represented quite large part of its activity. After the first meeting of the General Committee at Wallace Lodge a series of preliminary conferences were held across the United States for the purpose of getting before the nation some idea of the work which the Interchurch was to undertake.* These conferences were designed to bring out and develop the sentiment of the churches favorable to Christian cooperation.

Near the close of this series of preliminary conferences definite plans for the organization of the Field Activities, were begun. These plans were fairly complete by the first of April but the Field organization was not set up until after September 1st. The Field Activities which were carried on in the mean time were directed from headquarters and were in charge of the Conference and Convention Division of the Field Department. The work of this Division consisted in arranging for and setting up Ministerial conference at Pittsburg, All Board Conference at Cleveland, and additional area conferences at Pittsburg, Cincinnati, Louisville, St. Louis, Kansas City, Lincoln, Omaha and St. Paul. All of these conferences were preliminary in their purpose and were held with the object of getting before the country the plans of the Interchurch World Movement and getting from the country at large a response with reference to the proposed plans.**

SUMMER CONFERENCES

The Interchurch World Movement had taken over the Missionary Education Movement and as a consequence had become responsible for holding the seven summer conferences which had formerly been conducted by the

---

*See Chapter I Page 30
**See Chapter I Page 30-43
*** " " 1 " 7

Missionary Education Movement. These conferences were given a great deal of attention. Extra force being assigned for promotion and additional advertising matter gotten out in an effort to make the conferences bigger and better than ever before. A number of the regular staff of the Interchurch World Movement were assigned to the faculty for these summer conferences. The result of this was an increase in attendance and interest. These conferences also furnished an opportunity to acquaint large numbers of workers with the work of the Interchurch World Movement and to increase the interest in this undertaking.

Dr. E. C. Cronk reported on Summer Conferences as follows:-

> "The seven missionary education conferences were held with splendid success both as to attendance and results attained. Owing to the fact that work was not begun on these conferences until about three months after the program had ordinarily been printed and distributed, it would not have been surprising had the programs been weak and the attendance small, but we were fortunate in securing at a late date strong speakers and leaders, and there were in attendance 1,852 registered delegates as against 1,292 in 1918, showing a gain of 560, almost fifty percent advance on last year's attendance. Two of the conferences, Seabeck and Estes Park, report a capacity attendance and prospective delegates turned away. The Conferences held at the earlier dates, of course, suffered most from the shortness of time for promotion. With one exception, however, Ocean Park, all of the conferences exceed last year's record. The Western conferences increased their attendance on e hundred percent.
>
> Eighteen of the leading denominations were represented in these conferences, and in addition there were three Christian Scientists, one Jewess, and one who reported under the head of Hinduism." *

DENOMINATIONAL MEETINGS

Through the Speakers Bureau and the Conference and Convention Division of the Field Department an attempt was made to get someone to represent the Interchurch World Movement at all the important gatherings both Denominational and Undenominational throughout the United States.

---

*See Chapter IV Page 22

This work was carried on very thoroughly and as a consequence few meetings were held through the summer of 1919 at which some speaker did not appear to tell the audience about the plans of the Interchurch World Movement. There was also an attempt made to get the Denominational Board meetings and meetings of the governing bodies or Judicatories to endorse the Interchurch World Movement. For the result of this activity see the list of endorsements.*

STATE ORGANIZATION SET UP

It had been agreed in an early conference of workers that for convenience in organization the field should be divided into the following geographical districts:

NEW ENGLAND - Maine, New Hampshire, Vermont, Massachusetts, Connecticut, Rhode Island.
North ATLANTIC - New York, New Jersey, Pennsylvania, Delaware, Maryland, West Virginia, Dist. of Columbia,
SOUTH ATLANTIC - Virginia, North Carolina, South Carolina, Georgia, Florida.
SOUTH CENTRAL - Kentucky, Tennessee, Mississippi, Alabama.
EAST CENTRAL - Ohio, Indiana, Illinois, Wisconsin, Michigan.

NORTH CENTRAL - North Dakota, South Dakota, Minnesota.

WEST CENTRAL - Nebraska, Kansas, Iowa, Missouri.

SOUTHWESTERN - Texas, Arkansas, Oklahoma, Louisiana.

ROCKY MOUNTAIN- Montana, Wyoming, Utah, Colorado, New Mexico.

PACIFIC COAST - Washington, Idaho, Oregon, California, Nevada, Arizona.

When, however, the Movement came to set up a definite organization in the field it was not thought wise to organize by districts first but that because of the need for haste it would be necessary to make the state the unit and accordingly arrangements were made to set up a permanent organization in each State. Later the district idea was developed in the General Office. Men were employed to look after the

---

*See page 10 Chapter I.

interests of certain section of the country who were called "Mobile Men"

DIVISIONAL ORGANIZATION
(Presented by Dr. Cory, Cabinet Meeting, Sept.5,1919.)

Field Division Chief.*

NOTE:- There may be any number of Field Division Chiefs. They may be resident in their respective Geographical Divisions or in the Central Office as expedient.

The unit of division and assignment of territory will be on the basis of the ten Geographical Divisions now contemplated and one or any number of geographical units may be assigned to one Field Division Chief.

To organize the denominational interests in the respective Geographical Divisions into working committees and coordinate their activities.
To organize the denominational interests in the respective States and Counties into working committees and coordinate their activities.
To coordinate the field activities of the various Central Office Departments.
To represent the Central Office in its relations within the Field.

NOTE:-During the formative period of the Organization, the entire field activities of the Movement may be conducted thru the Field Division Offices, under the direction of the Field Division Chiefs, with the aim in view of ultimately abolishing the distribution of field activities thru the Field Divisional Offices. The tendency will be to ultimately relieve routine of the Divisional Offices, in order to free them for the more important executive work in the field, and to transact all field activities directly with the State Offices thru the Assistant Field Division Chiefs at the Central Office.

Assistant Field Division Chiefs.

NOTE:- There may be any number of Assistant Field Division Chiefs. They will always be resident at the Central Office.
The unit of division and assignment of territory will be on the basis of the ten Geographical Divisions now contemplated and one or any number of geographical units may be assigned to one Assistant Field Division Chief.

To represent the Field Division Chiefs in their functional relation both to the Central Office and the Field Offices.

NOTE: - The Assistant Field Division Chiefs will have no jurisdiction over the Field activities of the various departments. They will merely constitute a clearing house thru which the field activities of the various departments may be coordinated with reference to each other and the Movement at large.

---

*Later called "Mobile Men"

interests of certain section of the country who were called "Mobile men."

FORMATION OF THE STATE ADVISORY COMMITTEE*

1. A committee shall be formed by the constituted agencies or authorities of the cooperating evangelical denominations and members of the survey councils and other members as hereinafter provided for, (including both white and negro denominations).

2. Each evangelical denomination in the state shall be entitled to one representative. Those having from 25,000 to 50,000 members in the state will be entitled to two representatives; and any denomination having over 50,000 will be entitled to a third representative.

3. If any denomination so desires, its representative may be a layman or woman. Where a denomination has more than one representative, at least one shall be a lay member.

4. The committee thus formed shall ask each of the several survey groups in the state to designate from its number at least one and not more than three representatives who shall be accepted members of the state advisory committee. These representatives shall be members of evangelical churches.

5. The state advisory committee thus formed shall coopt seven members at large, not less than three to be women, representing evangelical churches.

In the case of denominations not having agencies with authority to act for them, denominational leaders shall be consulted and representatives found acceptable to them who will act for the denomination until such time as the legally constituted body shall meet and take action.

Should there be in a state a denomination, whose official co-operation in the Movement has not yet been determined, the representatives of the Field Department in consultation with the denominational leaders, shall secure individuals who are members of these denominations but not official representatives, who will act until their denominations shall make nominations.

---

*From Field Department Manual.

6. The state executive secretary shall be ex-officio member of the state advisory committee and of its executive committee hereinafter provided for.

7. Positive acceptance or acknowledgement of appointment from all members of the state advisory committee must be secured before publicity is given to the names.

8. Appointment of members of the state advisory committee shall be made annually.

9. All committees of the Interchurch World Movement in the state shall be sub-committeesof the state advisory committee.

10. In accordance with the action of the General Committee Meeting of September 25th, all of the activities of the Interchurch World Movement shall function through the state advisory committee.

PROCEDURE FOR STATE ORGANIZATION. *

The secretary shall consult with any official representatives of the Interchurch World Movement who are already in the state and with the individual representative in order to secure proper co-ordination of activities.

2. Where there are Interchurch organizations such as The Federal Council of Churches, Church Federations, Women's Missionary Federations or similar organizations, these shall be consulted with a view to harmonizing existing agencies and enlisting their cooperation with the Interchurch World Movement. (See report of Committee on Relationship of Federal Council of Churches to the Interchurch World Movement). **

3. The State Advisory Committee when formed, as heretofore provided for, shall be convened at the expense of the Interchurch World Movement wherever necessary, at which time it will organize by electing a chairman, a recording secretary, and an executive committee.

4. The executive committee should consist of not more than nine nor less than five members, including the chairman and recording secretary of the state advisory committee. While the state advisory committee should give geographical representation to the state, the executive committee should, in so far as possible, be centrally located.

5. This committee should be an advisory body to cooperate with the General Committee of the Interchurch World Movement in carrying out the purposes and program of the Interchurch World Movement. Provision should be made for such sub-committees as are called for by the plans of the Movement. Committees already existing within the state should be continued.

6. The members of the State Advisory Committee should secure all the information possible as to the purposes, scope and plans of the Movement, that they may think in terms of the entire world and render their services in a way that will make the largest contribution possible to the world progress.

---

* From Field Department Manual
** Chapter II Page 24-32

7. The state secretaries will be employed by the Interchurch World Movement, but no secretary will be placed without the confirmation and approval of the state committee concerned.

8. The state secretary shall function for all the departments of the Interchurch World Movement within a given state.

DUTIES OF THE STATE SECRETARY AS REPORTED BY COMMITTEE ON MANUAL *

1. He shall proceed with the organization of the state and county as herein provided.

2. He shall cultivate friendly relations with the denominational and interdenominational officials and leaders.

3. He shall cooperate with the various departments of the Interchurch World Movement in carrying out the program in the state and coordinate the work of the Interchurch World Movement in his state.

4. He shall submit through proper channels on blanks provided, a weekly report.

DUTIES OF THE STATE SECRETARY AS OUTLINED BY DR. CORY, DIRECTOR **

1. Consider that you represent and are the servant of the whole Interchurch World Movement in the territory to which you are assigned.

2. When you go into any state where there is a survey man or any representative of the Interchurch World Movement, try to give him ample notice before going. Do not walk in upon him without any preparation.

3. Secure a list of the Forward Movement leaders in your territory; and information as to how to reach them; always work through these leaders.

4. Do not take up a lot of time in setting up your office. It is necessary to go in with somebody else for the time being in order not to waste time finding a location, do so.

5. When you are preparing for the state conference, do not rely alone on letters to get the people to these conferences. Get in touch with them personally, if possible, and by telephone. Use long distance when they cannot be reached by local telephone, <u>but do not rely upon letters alone.</u>

6. As soon as possible we will send you the date schedule for the state conferences. As soon as you know these dates, begin at once to announce them to the survey, denominational and interdenominational groups, and find out whether they are agreeable to these dates. Also begin at once to find out all you can about conferences and conventions in your territory and ascertain whether their dates will conflict with the dates of our schedule for state conferences. You will

---

*-**From Field Department Manual.

know whether they are of such nature that they might interfere with the success of our state conference. The sooner you can do this the better. Dr. Foulkes gave you an outline of a program for these conferences.*

7. When you reach your territory begin to talk state conferences and get in touch with the people who should be invited. Always remember that numbers of people will not contribute to the success of the conference, but that proper representation is the goal to be attained.

Duties State Secretary - 2 -

8. Also continually keep in mind and lay your plans for the preachers' conferences to be held in January or February.

9. Also remember that we are planning to hold county conferences.

10. You have two specific jobs before you between now and the 20th of December.

a. The organization of the state advisory committee.
b. The holding of the state conferences.

11. Do not forget that it is very necessary that you should cultivate the interdenominational officials.

12. Take into account the women's federations in your district and see that the women are always adequately represented.

13. When you go into a district where there are nego churches, be sure that they are taken as fully into account as are the other churches.

14. When you go to the metropolitan districts, work through the federations, but do not accept the federations as they now exist for Interchurch work, for they are not always related to the survey, women's work and the negro work.

15. Let each state man or mobile divisional man go to Dr. Hubbell and find out what information he has regarding any man in his territory, and secure the approval, if possible, of securing some man from that territory.

16. Your associate secretary should be a young man if possible. If two are necessary, a man and woman would be advantageous. You are permitted tomuse $500. up to the list of January, 1920, for these assistants.

---

* See Chapter V Page 25

STATE CONFERENCES *

The following are the recommendations of the committee in charge.

1. That the state conferences be held between November 15th and December 20th.

2. That the following personnel be authorized to set up state conferences:

State Secretary
Associate Secretary
Stenographer
Advisory Committee

and wherever possible, coopted or voluntary help.

3. That there shall be two state conferences conducted by the same team each week.

4. That the members of the state training conferences shall be selected and secured as largely as possible by the state denominational and Forward Movement leaders but it is important that you secure representation from counties not covered by them and that you also see that these leaders actually secure delegates.

5. That a team should be selected with a view to giving the entire program of the Movement.

6. That the denominational forces be worked through and coopted with to the fullest extent in setting up and preparing the state conferences.

---

*From Field Department Manual

THE COMMITTEE ON ORGANIZATION AND FIELD WORK
(Report of General Committee Meeting Cleveland,Ohio, Sept.24-26)

1. We recommend that the Executive Committee draw up at once a statement showing the responsibilities, powers, duties and relationships of the General Committee, Executive Committee, Cabinet, Finance Committee and the various departments of the Interchurch World Movement; that this statement shall be the working plan of the Movement until the next meeting of the General Committee, at which time it shall be presented to the General Committee for revision and adoption.

2. We endorse the representative principle in the naming of State Committees, supplemented by the cooperating principle.

3. In accordance with the resolutions passed by the representatives of nearly thirty denominations forward movements meeting in New York during this month, we recommend that the General Committee approve a united, simultaneous financial campaign in April or May, 1920.

4. To avoid duplication and to promote the general efficiency of the Movement through all of its departments, we recommend that the presentation of the Interchurch program be coordinated through the Field Department.

5. The committee has heard with satisfaction of the conference on interracial relations held in Columbus, Ohio, this summer. The Columbus conference suggests to us the broader aspects of the problem as it relates to the Mexican people, the Oriental and other races in the United States. We recommend that the plans for future enterracial conference and committees be determined in consultation with the various state and local committees.

6. In any presentation of its work in foreign fields, and in the sending of deputations to foreign countries, it shall be the policy of the Interchurch World Movement to cooperate with the Committee of Reference and Counsel and with the regularly constituted church or Interchurch organizations on the field.

7. The Committee nominates Dr. Charles R. Watson as a member of the Budget Committee.

F. S. Brockman, Chairman.

DEPARTMENTAL FIELD ORGANIZATION

(Cabinet Meeting, Atlantic City, November 8th, 1919.)

Dr. Cory presented a document outlining plan of Departmental Field Organization. ~~(Exhibit B)~~
Voted to approve the document and adopt the following recommendations:

(1) That this document be forwarded to each one of the state secretaries.

---

(2) That each state secretary be asked to forward this plan to all the denominational leaders in the state to guide their appointment of delegates in general with this plan.

(3) That there be an adequate period upon the state conference program to allow for full discussion as to the appointment of the four representatives in each of the counties.

DR. GORY'S OUTLINE - DEPARTMENTAL FIELD ORGANIZATION

In order that the spiritual resources, life work, stewardship and missionary education departments of the Interchurch World Movement may carry out their program in the field, each of these departments should have a representative in each state, county and local congregation throughout the country. It is understood that these representatives shall render volunteer not salaried service to the Interchurch World Movement.

In selecting these representatives, first consideration should be given to enlisting the services of salaried denominational secretaries on the field. Full consideration should also be given to securing the cooperation and service so far as practicable of volunteer representatives of denominational agencies on the field who are rendering special service similar to that of the departments concerned, such as stewardship secretaries, life work secretaries.

On Cabinet recommendation, other departments may follow the same plan as the four departments named.

1. State Representatives -

    1. There should be a department representative for each of the above departments in each state to supervise the work of that department in that state.

    2. These should be elected by the state executive committee, or through the agency which is setting up the state committee, in consultation with the state secretary and national department director.

    3. The state representatives should be members of the state committee and the state staff under the general direction of the national department but always in consultation with the state secretary and working in harmony and in cooperation with the program of the state secretary.

    4. State representatives should be chosen, if possible, not later than the end of the state conferences in December.

    5. A list of the state representatives will be kept in and cultivated from the national office.

(2) That each state secretary be asked to forward this plan to all the denominational leaders in the state to guide their appointment of delegates in general with this plan.

(3) That there be an adequate period upon the state conference program to allow for full discussion as to the appointment of the four representatives in each of the counties.

DR. CORY'S OUTLINE - DEPARTMENTAL FIELD ORGANIZATION

In order that the spiritual resources, life work, stewardship and missionary education departments of the Interchurch World Movement may carry out their program in the field, each of these departments should have a representative in each state, county and local congregation throughout the country. It is understood that these representatives shall render volunteer not salaried service to the Interchurch World Movement.

In selecting these representatives, first consideration should be given to enlisting the services of salaried denominational secretaries on the field. Full consideration should also be given to securing the cooperation and service so far as practicable of volunteer representatives of denominational agencies on the field who are rendering special service similar to that of the departments concerned, such as stewardship secretaries, life work secretaries.

On Cabinet recommendation, other departments may follow the same plan as the four departments named.

1. State Representatives -

    1. There should be a department representative for each of the above departments in each state to supervise the work of that department in that state.

    2. These should be elected by the state executive committee, or through the agency which is setting up the state committee, in consultation with the state secretary and national department director.

    3. The state representatives should be members of the state committee and the state staff under the general direction of the national department but always in consultation with the state secretary and working in harmony and in cooperation with the program of the state secretary.

    4. State representatives should be chosen, if possible, not later than the end of the state conferences in December.

    5. A list of the state representatives will be kept in and cultivated from the national office.

6. Except in the case of salaried denominational secretaries, who usually have offices of their own, it is suggested that where practicable the state representatives be resident in the headquarter's city of the state secretary and that they have office space at state headquarters.

7. An allowance for traveling and office expenses should be provided for the state and county representatives but no allowance to local church representatives. These expenses should be included in the budgets of the departments concerned but all details of the financial transactions on the field should be cleared through the state offices.

II. County Representatives.

1. There should be a representative of each department in each county elected by the county committee or by the agency which is setting up the county committee in consultation with the state secretary and the state representative.

2. The county representatives, of each department should be members of the county executive committee and serve as the staff of the state representative in consultation with the state secretary.

3. The function of these representatives will be to supervise the work in the county in order to secure the effective carrying out of the programs of the departments in every church in the county.

4. These county representatives should be sent as delegates to the state conference in December for training.

III. Local Church Representatives.

1. Local church representatives should be appointed by the local church through the pastor or official body.

2. Local church representatives will be the staff of the county representative.

3. Local church representatives will see that the program of the department is effectively carried to all the membership and constituency of the church.

4. Wherever practicable a committee should be organized for each department in each local church.

LIBRARY OF THE UNION THEOLOGICAL SEMINARY NEW YORK

Important Note.

When the time for the financial drive comes all secretaries, representatives and committees will hold themselves ready for service in connection with the financial drive.

DEPARTMENTAL FIELD ORGANIZATION

(Cabinet Meeting)
(November 11, 1919)

Dr. Doughty presented final plan of the Departmental Field Organization, and raised the question of sending it out to the State Secretaries until the budget item was settled; while it was volunteer service of approximately 800,000 workers, the minimum expense would be $696,000. Dr. Cory thought this estimate too conservative.

It was agreed to send this out with the clause "A limited allowance for travelling and office expenses will be provided where necessary for the state and county representatives, but no allowance to individual church representatives. The exact amount of this allowance is not yet determined."

Voted that the report of the Committee on Departmental Field Organization as presented by Dr. Doughty be approved, with the understanding that the expense is subject to the approval of the budgets by the Executive Committee.

DEPARTMENTAL FIELD REPRESENTATION

Report Presented by Mr. Doughty
Cabinet, Nov. 11th

The following is the plan of field representation of the four departments of Spiritual Resources, Life Work, Stewardship and Missionary Education of the Interchurch World Movement. The plan contemplates the enlistment in each state, county and individual church, representatives of the four departments named.

It is understood that these representatives shall render volunteer not salaried service to the Interchurch World Movement.

In selecting these representatives, first consideration should be giventto the following:-

1. To enlisting the services of salaried denominational secretaries on the field who are willing to render the Movement this service.

2. Full consideration should also be given to securing the cooperation and service so far as practicable of volunteer representatives of denominational agencies

on the field who are rendering special service similar to that of the departments concerned, such as stewardship secretaries, life work secretaries, etc.

3. A determined effort should be made to secure the services of lay men and women who as "dollar a year" workers will serve the cause of Christ as they did the Government during the war.

I. State Representatives

1. A department representative for each of the above departments should be appointed in each state to supervise the work of that department in the state.

2. State representatives should be elected by the state executive committee, or through the agency which is setting up the State committee, in consultation with the state secretary and national department director.

3. The state representatives should be members of the state committee and the state staff under the general direction of the national department but always working in complete cooperation with the program of the state secretary.

4. State representatives should be chosen, not later than the end of the state conference in December where practicable or as soon thereafter as possible.

5. The names of state representatives as soon as elected should be sent to the national office;the state directors will be on the national field staff of the departments and their work planned from the national office in cooperation with the state offices.

6. Except in the case of salaried denominational, who usually have offices of their own, it is suggested that where practicable, the state representatives be resident in the headquarters' city of the state secretary and that they have office space at state headquarters.

7. A limited allowance for traveling and office expenses will be provided where necessary for the state and county representatives but no allowance to individual church representatives. The exact amount of the allowance has not yet been determined. These expenses will be included in the budgets of the departments concerned but all details of the financial transactions on the field should be cleared through the state offices.

II. County Representatives

1. There should be a representative of each department in each county elected by the county committee or by the agency which is setting up the county committee in consultation with the state secretary and the state representative.

2. The county representatives of each department should be members of the county executive committee and serve as the staff of the state representative in consultation with the state secretary.

3. The function of these representatives will be to supervise the work in the county in order to secure the effective carrying out of the program of the departments in every church in the county.

4. In selecting delegates from the counties to the State Conferences persons qualified for these positions should be first given choice and they should be sent as delegates to the state conference in December for training.

III. Individual Church Representatives

1. Individual church representatives should be appointed by the individual church through the pastor or official body.

2. Individual church representatives will be the staff of the county representative.

3. Individual church representatives will see that the program of the department is effectively carried to all the membership and constituency of the church. These plans in individual churches should be adapted to the denominational machinery which is operating in the territory so as to avoid confusion and duplication of effort.

4. Wherever practicable a committee should be organized for each department in each individual church.

PARALLEL CONVENTIONS FOR YOUNG PEOPLE

(Cabinet Meeting)
(November 8, 1919)

Dr white presented the proposed plan of parallel conventions for young people under twenty years of age, in connection with the county conventions. Dr. Cory questioned the wisdom of permitting any parallel meeting of young people, race, laymen, women, or any group to break the unity of the county conventions, and felt that between-sessions meetings should be held for the young people.

Dr. White stated that arrangements had gone so far that he felt committeed to the parallel meetings.

Discussion as to the Parallel Conventions for Young People continued, but owing to the limited time before leaving and the pressure of other matters, voted to refer the matter of Parallel Conventions for Young People to Messrs. Cory and White for further consideration, and to put the matter on the docket for the meeting of Tuesday, the 11th.

FROM DRS. WHITE, BELL AND CORY TO CABINET

(Report Presented by Dr. Cory)
(Cabinet, November 14, 1919.)

We have conferred, as requested by the Cabinet, on the question of the County Conventions and Life Work meetings. It is our decision

THAT the meeting of prime importance and the one that should have the choice of building and the main team of speakers, should be the regular county convention.

In view of the fact that Dr. White and Dr. Bell feel that in towns of over five thousand it will be necessary to have a second building in order to accomodate the young people who will wish to attend, we feel that at least the experiment ought to be thoroughly tried out, viz., the plan of having a parallel meeting for the young people from 5 P.M. to 9.30 P.M. on the first and second afternoons and evenings of the county conventions, and that the entire day and evenings of the third day should be left free and the young people urged to attend those meetings during the day and evening, just as far as possible.

If it is found that in cities of over five thousand, the young people's meeting will divert interest from the main county convention, or if it should be found that the capacity of the building where the county convention is being held is large enough to accomodate the young people also at the evening sessions, the Life Department is committed to the principle of filling the largest available space and will instantly cancel arrangements for any separate meetings.

On the other hand, if we find that in towns of under five thousand, two buildings can be filled, the same policy will be followed after a thorough trial.

In case it is found that all should be concentrated into the one convention, then it is agreed that there ought to be enough emphasis on young people's work in the evening sessions to interest them. The stress of emphasis should be upon young people's work on at least two nights of the convention.

In making this arrangement, we are in no way committing ourselves to the principle of parallel conventions or simultaneous meetings but rather we mean to emphasize the opposite.

STATE LEADERS' TRAINING CONFERENCES

In preparation for the series of state training conferences which the I. W. M. had decided to hold during the latter part of November and first part of December 1919 - it was determined to hold a National Leaders' Training Conference, at Atlantic City, November 5-6-7. Dr. W. H. Foulkes presented the following statement of purpose and tentative program at an Executive meeting October 14th.

PURPOSES OF CONFERENCE

(Presented by Dr. Foulkes)
(Executive October 14)

1- To gather together approximately 75 National Church Leaders, representing in their interests, activities and leadership capacities, the various phases of the task and program of a cooperative Protestantism.

2- To present to them, through 10 or 12 of their fellow-leaders who have given special and thorough consideration to the various phases of the task and program, a comprehensive outline with practical details, both by addresses and conference hours of open discussion.

3- To equip them with standardized conference programs for the immediately following State conferences, in order that there may be a complete unity of action which at the same time will use and stimulate the utmost of individual resource.

4- To form a fellowship in service, of those who shall be gathered, of truly apostolic faith, fervor and power, with a consecrated purpose to reach the whole leadership of Protestantism in order to accomplish in it the same objectives.

Proposed Program

Conference Committee- Dr. W.H.Foulkes, Chairman: Dr. J.Y.Aitchison, Dr.W.I. Chamberlain

Wednesday - November 5

Morning

11.30 A. M.	Service of Intercession Address: The Hour of Protestant Opportunity (Dr. Mott)	I (Jones)
	The Intercession (led by Mr. Doughty)	1 (Smith)

Afternoon

General Themes

"World-Need in the Light of today"

3 P. M.	The Industrial Crises of Peace (Fred B. Fisher)	1 (Thompson)
4 P. M.	Social Unrest and its Implications for the Church (John McDowell)	2 (Thompson)
5 P. M.	The Ultimate World Need in terms of Jesus Christ (J. Y. Aitchison)	2 (Smith)
6 P. M.	Recess (Group Dinner for men and for women.)	

Evening

General Theme

"A Survey of America in the light of Protestant opportunity and responsibility."

8 P. M.	An epitomized survey (Mr. Diffenderfer)	3 (Thompson)
9 P. M.	The Nation's call to the Church (Vice President Marshall, Secretary Lansing or Secretary Daniels.)	2 (Jones)

Thursday, November 6,

Morning

General Theme

"The objectives and Goals of American Protestantism."

---

9 A. M. Services of Praise and Prayer 3 (Smith)

9:15 The reestablishment of Christian ideals and morality in the educational life of America 4 (Smith)
(a) Bible School
(b) The Grammar and High School
(c) The Christian Academy and College
(d) The State Supported Institutes
(e) Professional Schools and University Extension Courses
(President W. O. Thompson)

10:30 The interpretation of the Christian Ideals and Spirit to the average community.
(a) Putting the Church on a basis of service, not merely services.
(b) Cooperative interdenominational requisites and achievements. 3
(c) The ultimate objective in terms of bringing the community to Christ and Christ to the community (Jones)

Recess

12:00 The reenthronement of Christ in the home life of America. Right relationships. Family ideals, Thrift and Industry, Family Prayer, Parental Instruction of Children, Loyalty to Church. 1 (Mrs.Perkins)

Afternoon

(Objectives and Goals continued)

3 P. M. The massing of Protestant forces upon National issues.
(a) Industrial and economic 4
(b) Civic and social (Thompson)
(c) Educational
(d) Moral and Religious such as the preservation of the liberties of the Sabbath, the dominance of the motion picture ideals, the securing of widespread publicity of Protestant activities and enterprises, etc. (Dr. H. C. Herring)

4:30 P. M. National Protestant Objectives stated in terms of the Individual Church, - City, suburban, town, country 1 (Andrews)

6:00 P. M. Recess (Denominational Supper Conferences.)

Evening

8:00 P. M. A summarized survey of the Foreign Fields of American Protestantism. 1 (Williams)
(Dr. Watson)

9:00 P. M. The International and Overseas Objectives and Goals of the Church 4 (Jones)
(Dr. Speer)

Friday, November 7

General Theme

"The Marshaling of Protestantism to accomplish its Objectives"

9 A.M. Intercession

9:30 The Enlargement and Adaptation of Denominational Programs both nationally and in individual Churches.
(a) common tasks - such as Ministerial Pensions
Ministerial Support
Bible School
(b) Unity in emphasis
(c) Cooperation in publicity, study and in gathing of resources of life and money. (Dr. J.I.Vance) 2 (Mrs.Perkins)

10:30 A.M. The Tide of Stewardship.
How to relate the ungrounded war benevolences to a sound principle.
How to lift the Church and every member to a Christian doctrine and practice. (Cushman or McConaughy) 2 (Andrews)

12:00 noon The enlistment and training of life as an end and a means to an end. (J.C.White) 3 (Mrs.Perkins)

1:00 Recess

Afternoon

General Theme Continued

3 P.M. The Organization of the Church, National and State, Denominational and Interdenominational to meet Church conditions. 3 (Andrews)

4 P.M. The Organization of the individual Church for its share of the Inter-church task. The permanent Every Member Group Plan, Leaders' Council, Functional Departments, Definite Goals and Objectives. 4 (")

5 P.M. The School of Missions 2 (Williams)

5:30 The Dynamics without which the Mechanics are Dead, 3 (Williams)

6:00 Recess (Supper conferences in groups, by representatives from counties or districts.)

Evening Session

"The Marching Orders of a Marshaled Protestantism."

8:00 The Field Program for 1920. Dr. Corey 4 (Mrs.Perkins)

8:30 The Climaxes of the Interchurch World Movement in March and April 1920. Dr. Taylor — 4 (Williams)

9:15 The Comradeship and Covenant of Leadership. Dr. Mott — 5 (Andrews)

A service of consecration

Adjournment

Note-The Unity of the foregoing program gathers about the following conception: First- a study of the enemy and his strategy, viz. human need as disclosed by the surveys. Second- the outlining of the plan of our allied campaign against the enemy, including its goals and objectives. Third- The marshaling of the allied forces of Protestantism to accomplish its objectives. Fourth- Marching orders.

Suggestions for the programs of 62 State and Intra State conferences to follow the National Leaders' Training Conference.

1- Follow in the main the National Leaders' Training Conference.

2- Presiding Officer, one of the strongest men available who will preside at all sessions and who will be a part of the team.

3- Six of the team should be used for the evening services-two each evening.

4- Leaders to give addresses at the evening services and to be strictly limited to 15 minutes in opening conference discussion; the remainder of the conference period to be absolutely at the disposal of those present. Full text book to be provided for discussion of each topic.

<u>Suggested assignment of Topics and Tasks.</u>

a-Jones-Address- "The Hour of Protestant Opportunity" (First morning)

"The Nation's call to the Church" (First evening)

"The interpretation of Christian Ideals,etc."(Second morning)

"International and Overseas Objectives,etc."(Second evening)

b-Smith- All the services of devotion and intercession,also open the discussion on "Ultimate World-need in terms of Jesus Christ". (First afternoon)

"Reestablishment of Christian Ideals and Morality in the educational life of America." (Second morning)

Thompson- "Industrial Crises of Peace". (First P.M.)
"Social Unrest and its Implications for the Church"(First P.M.)
"Survey" (First evening)
"Massing of Protestant Forces upon National Issues"(Second P.M.)

d-Mrs. Perkins- "Reenthronement of Christ in Home Life of America"(Second morning)

	"Enlargement and Adaptation of Denominational Program"	(Third morning)
	"Enlistment and Training of Life."	(Third morning)
	"Field Program for 1920."	(Third evening)
e- Williams-	"Summarized survey of Foreign Fields, etc."	(Second evening)
	"School of Missions"	(Third afternoon)
	"The Dynamics Without which Mechanics are Dead."	(Third afternoon)
	"The Climaxes of 1920"	(Third evening)
f-Andrews-	"National Protestant Objectives	(Second afternoon)
	"Tide of Stewardship"	(Third morning)
	"Permanent Every Member Group Plan"	(Third afternoon)
	"Comradeship and Covenant of Leadership"	(Third evening)

	1st day	2nd day	3rd day	Total
Jones	2	2		4
Smith	2	2		4
Thompson	3	1		4
Mrs. Perkins		1	3	4
Williams		1	3	4
Andrews		1	4	5

Jones-Preferably a Pastor who can give the great missionary emphasis from a Pastor's point of view. He must have a knowledge of the times and sympathy with them. An equal passion for Home and Foreign Missions to give the setting for the more technical presentations.

Smith-A Pastor who is powerful in his prayer life and who has the devotional notewithout being a mere mystic. The whole plan of intercession in the conferences must be worked out by him; must also be able to lead discussion upon a fundamental educational theme.

Thompson- A Home Mission Leader, capable of handling the modern developments without loss of sympathy for the spiritual foundations; should present the survey in lantern form.

Mrs. Perkins- A woman who will think in terms of the home and also give a clear cut message upon the articulation of the denominational programs in the Interchurch World Movement; also must present the field program 1920, on the last evening.

Williams- A Foreign Mission Statesman who will present the Foreign Survey, the School of Missions and also clearly outline the two great objectives for 1920-- Men and Money

Andrews- A practical leader in Stewardship and Church organization, must present the country conference program and also speak to the objectives of the individualChurch. His address the closing evening will be the final appeal of consecration.

Suggestions

The proposed 62 State and Intra-State Conference to be carried on between Nov. 15 and Dec.20. Ten (10) teams of 6 leaders each will be requisite in

addition to the Team Leader for each team.

Suggested denominational representation on the teams, exclusive of Team Leaders.

Reformed Church in the U.S.	2
Reformed Church in America	2
Presbyterian Church U,S.A.	10
Methodist Episcopal	10
Baptist	10
Congregational	5
Disciples	5
Southern Presbyterian	3
United Presbyterian	3
Southern Methodist	5
Episcopal	4
Other denominations such as United Brethren, Friends, Church of God, etc.	5
	64

REPRESENTATION AT STATE CONFERENCES

The plan of the State Conference was designed to get a thorough geographical representation as well as a full Denominational representation. The question of colored delegates at State Conferences came up for consideration and the following action was taken:

Cabinet Meeting
November 8-1919

"The following recommendations from Messrs.W.W.Alexander, Adolphus Lewis and George E. Haynes were presented:

1. That we recommend that the colored leaders be invited to the conferences in the states. Should there be any state where this cannot be done that there be no separate meetings for negroes.

2. That in those states where it can be done successfully, one session may be arranged for the delegates of the two races to meet separately for discussion of questions of their particular interest. This may be tried in Virginia, North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, Tennessee, Kentucky, Arkansas and Louisiana.

3. The number of negro delegates should be from 15 to 25

to represent their denominations.

4. The method of selection should be denominational authority. Where there is no such denominational authority or authoritative body, let the field secretary and negro associates advise with the denominational leaders as to the best persons to be invited.

Voted to adopt these recommendations, with the exception of paragraph 2, which was changed to

That in those states where it can be done successfully, a between-sessions conference may be arranged for the delegates of the two races to meet separately for the discussion of questions of their particular interest, thus not interfering in any way with the unity of the conference program."

COLORED DELEGATES TO STATE CONFERENCES
(Executive Committee November 10).

A recommendation from the Cabinet was presented as to Colored representation at State Conferences.

1. That we recommend that the colored leaders be invited to the conferences in the states. Should there be any state where this cannot be done that there should be no separate meetings for negroes.
2. That in those states where it can be done successfully a between-sessions conference may be arranged for the delegates of the two races to meet separately for the discussion of questions of their particular interest, thus not interfering in any way with the unity of the conference program.
3. The number of negro delegates should be from 15 to 25 in each conference to represent their denominations.
4. The method of selection should be denominational authority. Where there is no such denominational authority or authorative body, let the field secretary and negro associates advise with the denominational leaders as to the best persons to be invited.

Voted to adopt these recommendations, with the exception of paragraph 2, which was changed to

That in those states where it can be done successfully, a between-sessions conference may be arranged for the delegates of the two races to meet separately for the discussion of questions of their particular interest, thus not interfering in any way with the unity of the conference program."

(COLORED DELEGATES TO STATE CONFERENCES

(Executive Committee November 10.)

A recommendation from the Cabinet was presented as to Colored representation at State Conferences.

1. That we recommend that the colored leaders be invited to the conferences in the states. Should there be any state where this cannot be done that there should be no separate meetings for negroes.
2. That in those states where it can be done successfully a between-sessions conference may be arranged for the delegates of the two races to meet separately for the discussion of questions of their particular interest, thus not interfering in any way with the unity of the conference program.
3. The number of negro delegates should be from 15 to 25 in each conference to represent their denominations.
4. The method of selection should be by denominational authority. Where there is no such denominational authority or authorative body, let the field secretary and negro associates advise with the denominational leaders as to the best persons to be invited.

Voted to adopt these recommendations.

EXPENSES OF DELEGATES

The question of paying expense of delegates to State Conferences came before Forward Movement Leaders November 5th and before Cabinet of Interchurch World Movement, November 5th and 8th. This final action taken by Executive Committee is as follows:-

PAYMENT OF EXPENSES TO STATE CONFERENCES

(Executive Committee, November 10th, 1919)

Dr Cory stated that the unanimous feeling of the Forward Movement Leaders was that the Movement should pay the expenses of the delegates to the State Conferences.

Mr. Millar then read recommendation from Cabinet as follows:-

"The Forward Movement Leaders, at Atlantic City, unanimously requested that the Movement should pay the expenses of the delegates to the Field Conferences in December. It is the judgement of the Cabinet that with the proper adjustment of budgets and the withholding of certain expenditures until after January 1st, this expenditure can safely be authorized within the present total budget.

We recommend that the rearrangement of the Budget to this end be left to the Finance Committee. The Treasurer, and Mr. Williams, with power, and that they be instructed to arrange

that a minimum of $125,000 and a maximum of $150,000 be allocated for this purpose, and that the following plan be adopted:-

Ministers who have been chosen as delegates to the state Conferences and such representatives of the Home Survey as are necessary whose transportation to and from has not been otherwise provided, may have such transportation refunded by the Interchurch World Movement upon application, provided that the Movement will only pay such transportation expense in excess of three dollars.

It is our recommendation that the amount available be appropriated from the New York office, as nearly as possible among the several states and that the Field Representatives be instructed in the use of this appropriation to secure an equitable representation of all of the denominations.

We suggest that the Field Representative, through the churches, in the city where the conference meets, endeavor to provide lodging and breakfast for the delegates.

PROGRAM OF THE

INTERCHURCH WORLD MOVEMENT

STATE LEADERS' TRAINING CONFERENCE

MORNING (FIRST DAY)

10:30 o'clock:

(A) Address "The Hour of Christian Opportunity"

(B) Address "The Significance of the Interchurch World Movement"

(B) The Intercession

12:30 Recess.

AFTERNOON

General Theme:

"World Need in the Light of Today"

2:30 (C) Social Unrest and its Implications for the Church

3:30 (C) Some Paramount National Issues.
The Race Question, The Social Vice, Free Speech and National Loyalty,
Christian Americanization.

4:30 (A) Ultimate World Need in Terms of Jesus Christ.

4:50 (B) The Intercession.

5:00 Recess

EVENING

7:30 (C) The American Survey - A National Self-Examination

9:15 (B) The Intercession

9:30 Recess

MORNING (Second Day)

General Theme:

"The Objectives and Goals of American Protestantism."

9:30 (B) The Enthronement of Christ in the Home Life of America

10:30 (A) Christianizing the Community

11:30 (B) The Dynamics without which the Mechanics are dead.

12:15 (B) The Intercession.

12:30 Recess.

AFTERNOON

General Theme:
(Continued)

2:30 (A) Religious Education

4:00 (B) Adequate Support for Trained Leadership

4:45 (B) The Intercession.

5:00 Recess.

EVENING

General Theme:
(Continued)

7:30 (C) The Foreign Survey - World Need and the Church's Opportunity.

9:15 (B) The Intercession.

9:30 Recess

MORNING (Third Day)

General Theme:

"Marshalling our Forces to Accomplish Our Common Objectives".

9:30 (D) Missionary Education

10:30 (F) The Tide of Stewardship

11:30 (D) The Enlistment and Training of Life

12:30 (B) The Intercession.

12:45 Recess

AFTERNOON

2:30 (E) Enlarging and Adopting Denominational Program.

3:15 (F) The Organization of the Individual Church

4:30 Interchurch Question Box

5:00 (B) The Intercession

5:15 Recess

EVENING

General Theme:
(Continued)

7:30 (D) The Church Transformed from a Field Into a Force

8:15 (E) Marching Orders

9:00 (B) The Intercession.

9:30 Adjournment.

STATE CONFERENCES

(Cabinet Meeting)
(November 6, 1919.)

The Meeting was given over largely to the discussion of the organization of the groups and selection of teams for the state conferences.

It was stated that it was necessary in such three-day conferences for three men of the team to major the first day and minor the second day, and the three other men of the team to major the second day and minor the third, all of the

team being present the second day.

Dr. Cory was asked, with the approval of the Cabinet, to appoint one of the first three as Leader of the team and one of the second three as Associate Leader.

Discussion regarding change in Thursday morning program. It was agreed to dispense with "National Objectives as Stated in Terms of the Individual Church" and have the program include Survey, Christianizing the Community, The Enthronement of Christ in the Home Life and Dynamics Without Which the Mechanic is Dead,

C O N F E R E N C E T E A M S

Revised to November 12, 1919.
(Presented Cabinet)
(November 26.)

Burlington, Vt.	Nov. 17-18-19
Concord	Dec. 3- 4- 5
Portland	8- 9-10
Boston	10-11-12
Providence	15-16-17
Springfield	17-18-19

A. Kelly, Robert L.
B. Pollack, Thos. C.
C. Harlan, Holvix
D.
E. Franklin, J.H. and J.C.Robbins
F. Cushman, Ralph

New Haven	Dec. 1- 2- 3
New York City	3- 4- 5
Albany	8- 9- 10
Syracuse	10-11-12
Buffalo	15-16-17
Detroit	17-18-19

A. Idleman, Finis
B. Johnson, Dr. Robt.
C. Barnes, L.C.
D. White, J. Campbell and Miles B. Fisher
E. Halsey, Dr. A. W.
F.

Columbus	Dec. 1- 2- 3
Pittsburgh	3- 4- 5
Trenton	8- 9-10
Philadelphia	10-11-12
Wilmington	15-16-17
Baltimore	17-18-19

A. Foulkes, - Poling - E.E.Burtner
A.
B. E.S.Bromer
B.
C. McDowell, Dr. John
D. Montgomrty, J. Knox
E. Eurich, Mrs. R.S.
F. Lampe, W.E.

Washington	Dec. 1- 2- 3
Richmond	3- 4- 5
Huntington	8- 9-10
Lynchburg	10-11-12
Raleigh	15-16-17
Columbia	17-18-19

A. Haupt, Dr. A.J.D.
B. Kelley, G.A.
C. Rice, Jos. A.
D.
E. Duryee, Dr. Abram and Mrs. H.H.Steele
F. Herman, S.W.

Grand Rapids	Dec. 1- 2- 3
Madison	3- 4- 5
Chicago	8- 9-10
Springfield	10-11-12
St. Louis	15-16-17
Louisville	17-18-19

A. Cochran, J.W.
B. Mahy, Geo. G.
C. Covert, Wm. G.
D. Bell, Dr. H.H.
E. Montgomery, Mrs. Helen B.-Mrs. Katherine V. Silverthorn
F. Waldorf, E.L.

Indianapolis	Dec. 3- 4- 5
Lexington	8- 9-10
Knoxville	10-11-12
Atlanta	15-16-17
Macon	17-18-19

A. Vance, Jos.A.
B. Brown, Wm.A.
C. Pinson, W.W.
D. Culbreth, J.M.
E. Scudder, W.W.
F. McConnaughty, David

Kansas City	Dec. 1- 2- 3
Oklahoma City	3- 4- 5
Dallas	8- 9-10
Little Rock	10-11-12

Jackson	Dec. 15-16-17
New Orleans	17-18-19

A. Collier, E.S.
B. Clarke, J.E.
C. Winsboro, Mrs.
D. Grimes, C.C.
E.
F. Atwater, Anna (Mrs)

Topeka	Dec. 1- 2- 3
Lincoln	3- 4- 5
Des Moines	8- 9-10
Sioux Falls	10-11-12
Minneapolis	15-16-17
Fargo	17-18-19

A. Abernethy, W.S.
B. Powell, Lyman B.
C. Burnham, F.W.
D. Ward, A.N.
E. McLean, A.
F. Mead, Charles

Denver	Dec. 1- 2- 3
Cheyenne	3- 4- 5
Salt Lake	8- 9-10
Reno	11-12
San Francisco	15-16-17
Los Angeles	17-18-19

A. Cherry, C.
B. Doughty, W.F.
C. Crowther, J.F.
C. Marvin, W.H.
D. Cronk, Mrs. E.C.
E. Huntley, G.A.
F.

Butte	Dec. 1- 2- 3
Spokane	3- 4- 5
Seattle	8- 9-10
Portland	10-11-12
Boise	16-17-18

A. Smith, E.L.
B. Corbin, E.B.
C. Brooks, Raymond C.
D. Milligan, Miss A.
E. McCarthy, E.F.
F. Ballard & Acheson

Nashville	Dec. 8- 9-10
Birmingham	10-11-12
Orlando	15-16-17
Jacksonville	17-18-19

A. Laird, John W.
B. Alexander, W.W.
C. McCoy, Mrs.JH.
D. Feeman, H.U.
E. Rowland, Charles
F. Hudson, W.E.

Phoenix	Dec. 3- 4- 5
Albuquerque	9-10-11
San Antonio	15-16-17
Houston	17-18-19

A. Cope, Henry F. & H.F.Schlegel
B. Robinson, Harold McA.
C. Steffans, Cornelius F.
D. Johnson, Herbert
E. Laflamme, H.F.
F.

REPORTED REGISTRATION AT STATE CONFERENCES OF INTERCHURCH WORLD MOVEMENT

Held November 17 to December 19

Dr. Cory presented to cabinet December 18,1919 detailed report of the State Conferences which have been held, showing dates, places, registrations, etc. showing total registration of 11,784 delegates, of which 60% were ministers, 22% laymen and 18% women. The report follows.

Nov. 17-19

Burlington	350

Dec 1-3

Butte	100
Columbus	525
Denver	387
Grand Rapids	96
Kansas City	207
New Haven	160
Topeka	365
Washington	174

Dec 3-5

Cheyenne	54
Indianapolis	365
Lincoln	264
Madison	200
Manchester	222
New York	375
Oklahoma City	100
Phoenix	140
Pittsburgh	208
Richmond	148

Dec 8-10

Albany	254
Albuquerque	70
Chicago	500
Dallas	77
Des Moines	273
Huntington	250
Lexington	100
Nashville	237
Portland Me.	170
Salt Lake City	153
Seattle	290
Trenton	154

Dec 10-12

Birmingham	173
Boston	218
Knoxville	141
Little Rock	125
Lynchburg	176
Philadelphia	296
Portland Ore	253
Reno	37
Sioux Falls	125
Springfield Ill	200
Syracuse	247

Dec 15-17

Atlanta	212
Buffalo	225
Jackson	90
Minneapolis	200
Orlando	
Providence	350
Raleigh	190
Saint Louis	237
San Antonio	141
San Francisco	306
Wilmington	80

Dec 17-19

Baltimore	
Boise	65
Columbia	
Detroit	163
Fargo	100
Houston	
Jacksonville	
Los Angeles	
Louisville	
Macon	150
New Orleans	90
Springfield	

Total registration reported to date 11,784

"IT MAY INTEREST YOU TO KNOW" *

THAT the Training Conference closed with the teams feeling that they had been a decided success.

That, in spite of coal famine and the consequent reduction in train service, adverse weather conditions and many changes in the personnel of the teams, speakers for all subjects were provided for, and no dates missed.

That, instead of the 72 original speakers as planned, we used finally 142.

That, none of the teams took the road with the personnel as selected after the Atlantic City conference.

That, of those originally selected on the twelve teams, 24% cancelled all of their engagements.

That, of these making up the teams as originally chosen, 48% cancelled all or part of their engagements.

That, not one team went through the period without a change in the personnel.

That of the 12 teams, 7 never had the same personnel at any two towns.

That 43 speakers on the teams finished their tours making all dates.

That on the "Jinx Team" instead of six people as originally planned, we finally used 24.

On Denver Team	8
On the Phoenix team	7
On the Indianapolis team	10
On the Kansas City team	10
On the Grand Rapids team	11
On the Butte Team	10
On the Topeka team	14
On the Columbus team	16
On the Manchester team	14
On the Nashville team	7

That, it is perfectly clear to yours truly that we cannot again with safety commit a great cause to volunteer talent."

---

*Report of H. A. Orchard - of Speakers' bureau.

The following letter will indicate the extreme care which the denominations took to see that their reservations were observed.

From minutes Cabinet Meeting held at
111-5th Avenue, Wednesday, December 10, 1919.

Copy of letter from Dr. J. Y. Aitchison to Dr. S. Earl Taylor and Dr. A. E. Cory.

PROTEST

"Dr. S. Earl Taylor
111 Fifth Avenue,
New York, N. Y.

Dr. A. E. Cory
222 Fourth Avenue,
New York, N. Y.

My dear Drs. Taylor and Cory:

I quote herewith two telegrams which came to me the other day regarding the situation in Kansas, I have had several letters of a most disquieting nature. Will you kindly note the statement referred to on page 24 of the Conference Text Book. I am enclosing also a copy of the action of The Northern Baptist Convention at Denver, regarding the basis of cooperation. I await your replies regarding this matter that is assuming such propositions among certain parts of our constituency in the West.

"Baptists here today in their own conference entered vigorous protest against the three recommendations concerning local church adjustments published on page 24 of the syllabus of conference text book of the Interchurch World Movement. They insist that these proposals are violating definitely reservations seven and eight of Denver resolutions. They request you to investigate and help correct as necessary step in preserving harmony. Letter follows.
Signed J. T. Crawford
G. W. Cassidy - Kansas'

'Telegram Kansas Baptists explains itself. Disquieting news wired me from Coast. Can't you have Nebraska and Iowa team instructed to discard subject seven, page 24 conference text book in Nebraska and Iowa. Have kept down public protest here on promise things will be squared but fire will blaze. Nebraska in critical situation, demands immediate emphatic action. Wire me immediately confidentially.
Signed A. M. Petty

Cordially yours,

J. Y. AITCHISON

REVISING THE SYLLABUS

(Executive Committee-November 10th)

Voted that the Cabinet be authorized to revise the Syllabus as used at the National Leaders Training Conference, after consultation with heads of all the departments involved, and to submit copy of same to each of the speakers, with instructions that the speaker should take special pains to follow the syllabus as the official presentation of the program of the policies of the Interchurch Movement up to the present time.

CABINET MEETING
(November 11, 1919.)

Dr. Foulkes stated that in connection with the Syllabus for the State Conference, each Department head would be asked to take the Syllabus used at the National Leaders Training Conference and revise it immediately, having in mind the issuing of

(1) An outline of the department work, which would be included in the syllabus, and read at the sessions.
(2) Supplymental statement to be put in the hands of the speakers to guide their deliberations.

CABINET MEETING
(November 13, 1919)

The matter of revising the Syllabus for the State Conferences having been referred to the Cabinet with power by the Executive Committee, Dr. Foulkes stated that it was proposed-

(1) To issue 25000 copies of the revised Syllabus as a conference text book for the use of the delegates.
(2) To issue a more complete mimeographed statement of talking points for the team speakers for use at the state conferences.
(3) To issue an abridged edition of the Atlantic City Conference as a supplement to the material furnished the speakers.

Voted, that in view of the importance of having this material for the Vermont Conference, that the Cabinet delegate the power which has been vested in it by the Executive Committee temporarily to Messrs. Foulkes and Cory, in consultation with Mrs. Cronk, to edit and revise the syllabus for immediate use in the Vermont Conference, but that the committee bring in a recommendation at a later meeting, for the Cabinet's approval, as to the syllabus to be used for the regular state conferences.

SCHEDULE OF DATES FOR FIELD ACTIVITIES

Executive Committee-November 10, 1919.

Dr. Cory presented the following schedule of dates:

1. State Training Conferences	December 1 to 19
2. All Board Conference	January 7 to 10
3. Ministers Conference	January 20 to March 1st
4. County Conferences	February and March
5. Township Conferences	March and April
6. Laymens Metropolitan Conferences	February, March and April

Voted to adopt the schedule of dates as presented.

GENERAL OUTLINE CONCERNING THE PROPOSED ALL-BOARD MEETING

(Presented by Dr. Taylor)
(Executive October 14)

Time:	January 8, 9, 10, 11, 12.
Place:	
Presiding Officer:	John R. Mott
Personnel:	See attached sheet, marked "A"
Estimated Attendance:	600
Possible Attendance:	1000
Special preparation:	A committee to be appointed with Dr. Foulkes as the Chairman to prepare an outline to be submitted to the Conference; this outline to cover three points: (1) Objectives (2) Program (3) Dynamics
Program:	The Chairman of the Executive Committee, the Vice-Chairman, and the General Secretary to be a Program Committee to prepare the details of the program; the same to be submitted to and approved by the Cabinet and the Executive

Committee.

In general the program should cover:

(1) The submission of the preliminary surveys in bound form.
(2) The outline of each section of these surveys with attendant statements, to be preceded, where necessary, by the use of the stereopticon, showing the particular country or problem to be studied.
(3) The report of a Committee on Findings to cover not only the outline to be submitted by the committee mentioned above but also recommendations concerning surveys, etc.

Report of the Finance Committee:

Meeting of General Committee:

Budget of expenditures and budget of askings:

It is suggested that the General Committee sit with the other delegates as a part of the Committee ofthe whole, and that a regular meeting of the General Committee be called for the 12th, for the purpose of transacting any other necessary business.

Working up the Attendance:

(1) Lists of people to be invited to be compiled by Mr. Millar's Office and submitted to the Cabinet.

(2) Invitations to be sent over the signature of the General Secretary.

(3) All other details involving the working up of attendance, arrangements for place of meeting, etc., to be placed in the hands of the Field Department.

ALL BOARD CONFERENCE
(January 7th-10th)
(Cabinet Meeting)
(October 20, 1919)

Voted that it is the understanding that the All-Board Conference shall be held the first two days and the General Committee the last day.

Agreed that it would be advisable to hold the All-Board Conference at Atlantic City, providing suitable auditorium can be found. Mr. Millar to arrange plans of meeting and the Field Department to work out the details of the

conference.

Voted to ask Mr. Millar to go to Atlantic City to make personal investigation as to whether suitable arrangements can be made.

Voted that the conference be called at 2:30 P.M. on the afternoon of the 7th.

Voted that Mr. Millar take steps to get the invitations out, for the time and place indicated, as early as possible.

Cabinet Meeting
October 24, 1919.

Dr. Foulkes reported for the committee that, after conference with others, the date of the All-Board Conference had been fixed, beginning the afternoon of January 7th and running through the 10th; the General Committee meeting some time during these days, probably on the 10th, leaving Sunday, January 11th open; the Missionary Dinner on the 12th.

Question was raised that these dates would conflict with the American College Association meeting, involving college presidents, etc. Voted that these dates be confirmed and that Dr. Foulkes confer with the educational group to see if they could make any adjustment.

MEETING OF THE REPRESENTATIVES OF THE
DENOMINATIONAL FORWARD MOVEMENTS AND
THE CABINET OF THE INTERCHURCH WORLD MOVEMENT
Dinner at Hotel Chalfonte, Atlantic City, Wednesday, November 5th, 1919

Dr. W. H. Foulkes presiding.

Representatives of the following Movements were present:
New Era,
Forward Movement of the Reformed Church in the United States,
Board of Promotion of the Northern Baptist Convention.
Forward Movement of the Friends,
Forward Movement of the Congregationalists.
Forward Campaign of the United Evangelical Church
United Enlistment Movement of the United Brethren,
Men and Millions Movement of the Disciples.
Centenary Movement of the Methodist Episcopal South,
New World Movement of the United Presbyterian Church,
Progressive Program of the Southern Presbyterian Church,
Centenary Movement of the Methodist Episcopal Church.
Forward Movement of the Wesleyan Methodist Church
Forward Movement of the Moravian Church(Dr.Romey was present at the morning session, but had left before dinner.)
The Forward Movement of the United Lutheran Church was represented, but not officially.

THE PURPOSE OF THE ALLBOARD CONFERENCE

Dr. Mott spoke concerning the All Board Conference, to be held early in January and mentioned the following purposes of the conference:

1. To make vivid the wholeness and oneness of the task now confronting the Protestant Church.

2. To enable each cooperating body to become a formative factor in the shaping of the financial plan and policy.

3. To agree on a guiding principle of a united effort.

4. To determine the general or united budget and possibly certain quotas.

5. To draw up and launch the plan of the campaign itself.

6. To draw out and profit by constructive criticism for the improving of the plans.

7. To facilitate putting intelligently and therefore solidly behind the Interchurch World Movement the constituencies and cooperating bodies and agencies.

8. To create atmosphere.

Taking the Presbyterian Church as an example, Dr. Mott stated that the following should be represented in the Conference.

The Executive Committee	about 15
The Foreign Board (5 ministers and 5 laymen and the secretaries)	10
The Home Board (5 ministers and 5 laymen,and the secretaries)	10
General Education Board	about 10
Board of Church Erection	about 8
Publication and Sunday School	6
Board of Ministerial Relief	6
Sustentation Boards	6
Womens Board of Foreign Missions	6
Womans Board of Home Missions	6
Committee on Evangelism	6
Committee on Sabbath Observance	4
Men's Work	4
New Era Movement	6
Editors	5

These and other interests making a total of about 130 for the denomination; that the Methodist Episcopal would require the same number; the Baptists about the same number and the Congregational Church 75, making a total of the different denominations of 895. Addition to this the members of the General Committee and the Executive officers of the Movement there would be at least a thousand

delegates who ought to attend the conference.

Dr Mott indicated the following as those who should attend. Key officials of Boards, Editors, Influential Leymen not now on Boards, Prominent Officials of the Denominations, Men and Women of largest vision and largest grasp and with constructive ability.

METHOD OF PROCEDURE:

1. A trusted detabhed leader of each denomination should draw up a list of those who ought to be invited from his denomination. This list should be double-checked and quadrupled-checked by other disinterested men of the denomination.

2. Draw up a list of alternatives.

3. A carefully prepared official invitation sent to the people on these lists.

4. The people finally agreed upon should be secured by personal invitation, in addition to the official invitation.

5. A time limit should be set in which these lists should be prepared.

SOME OF THE ARGUMENTS TO BE USED TO SECURE ATTENDANCE.

1. This meeting affords one of the two greatest opportunities for real Christian statesmanship of modern times, the other one being the Edinboro Conference.

2. Never in the history of American Christian churches has a group of men been called together to consider so many great issues. There is no man too important or too busy to give his time to this.

3. From the point of view of what it will mean to one's own denomination, those chosen should attend.

4. From the point of view of placing the achievements and plans of one's own denomination at the service of other denominations, representatives should attend.

5. For the sake of the help that can be given to our nation in this trying hour, there is no gathering that has greater prospective helpfulness to the nation at this time.

6. None of the many great war boards created by the government had a piece of work comparable with the task of the Interchurch World Movement, judged alone by what it will mean to conserve the results of the war.

7. It will be the time of making the financial budget and the very strongest business men of the church ought to attend.

In the general discussion the following points were brought out:

When any church put its hand on a man he ought to respond.

This undertaking is going through and those invited ought not to miss having a share in it.

It was suggested that invitations would be pro-rated among the denominations.

Also that there are six divisions in the survey and that all should be represented.

DATES OF ALL BOARD CONFERENCE.

It was suggested holding the All Board Conference during the week beginning January 11th, rather than the previous week, January 7-11.

Executive Committee
November 10th.

Dr. Mott announced the All Board Conference to be held January 7-10, or the week following, if the various agencies meeting that week could adjust their plans accordingly.

Voted that a committee be appointed consisting of Messrs. Mott, Taylor, Foulkes, and Millar, to make arrangements for the conference, secure attendance of delegates and carry forward all plans for the conference.

Voted that preference be expressed for holding the conference the week of January 12th, but failing to make arrangements with the agencies involved, to hold to the original dates (January 7-10). Matter left to the committee with power to consult with these agencies.

Voted to use the title The World Survey Conference of the Interchurch World Movement, for the January meeting at Atlantic City, instead of All Board Conference.

WORLD SURVEY CONFERENCE

Held at Atlantic City, N. J.
January 7-10-1920

About 1700 delegates were present at this conference and for three days they listened to the presentation of the needs of the world as determined by viewing the whole task, as far as this task had been revealed by survey. As a result of this united look the Conference approved the work of the Interchurch World Movement, Voted that the expense incurred by the

---

Interchurch World Movement was justified, and authorized a budget of expenditure equal to 5% of the askings. They also set a definite time for the financial campaign and brought in findings with reference tomthe Survey Field Program, Financial Ingathering, and Financial Policy and Budget. The findings were as follows:-

REPORT OF THE
COMMITTEE ON WORLD SURVEY PROGRAM
AND BUDGET

Committee

Professor E. D. Burton, Chicago, Ill. Chairman
Mrs. John S. Allen, New York
Dr. Stonewall Anderson, Nashville, Tenn,
Dr. A. W. Anthony, New York
Dr. James L. Barton, Boston, Mass.
Miss Belle H. Bennett, Richmond, Ky.
Mrs. F. S. Bennett, Englewood, N. J.
Dr. F. W. Burnham, Cincinnati, Ohio
Dr. C. E. Burton, New York
Bishop James Cannon, Jr., Blackstone, Va.
Dr. W. E. Chalmer, Philadelphia, Pa.
Dr. William I. Chamberlain, New York
Bishop George W. Clinton, Charlotte, N. C.
Dr. S. J. Corey, Cincinnati, Ohio
Cyrus S. Eaton, Cleveland, Ohio
Dr. D. D. Forsyth, Philadelphia, Pa.
Dr. William I. Haven, New York
Dr. Hubert C. Herring, New York
J. W. Kinnear, Pittsburgh, Pa.
Miss Kate G. Lamson, Boston, Mass.
Marion Lawrance ,Chicago, Ill.
Mrs. William F. McDowell, Washington, D.C.
John T. Manson, New Haven, Conn.
Dr. John A. Marquis, New York
Dr. Wilton Merle Smith, New York
J. H. Mohorter, St. Louis, Mo.
Dr. Frank Mason North, New York
Dr. F. W. Padelford, Boston, Mass.
Rev. C. H. Parrish, Louisville, Ky.
Mrs. Henry W. Peabody, Beverly, Mass.
Dr. H. C. Pritchard, Indianapolis, Ind.
Dr. Egbert W. Smith, Nashville, Tenn.
Dr. Robert E. Speer, New York
James M. Speers, New York
President J. Ross Stevenson, Princeton, N.J.

President George B. Stewartm Auburn, N.Y.
Dr. Charles R. Watson, Philadelphia, Pa.
Mrs. W. C. Winsborough, St. Louis, Mo.

1. OUTLOOK FOR THE FUTURE

We desire, first of all, to express our belief in the Providential character of the Interchurch World Movement. We gratefully note its origin, its growth, its widening areas of usefulness, and, above all, its spirit of devotion to the advancement of Christ's Kingdom throughout the World.

In spite of mistakes necessarily incident to inaugurating an unprecedented movement of so extensive character, and in spite of the many unsolved problems and even perils that must yet be faced, we are confident that the Movement is of God and that, under Divine guidance and with the Christian cooperation of the Protestant forces of America, errors will be corrected and difficulties overcome.

We are impressed by the response of the great organizations which have entered into this united endeavor to win the world for Christ. That 140 different boards representing 34 Protestant denominations covering the entire range of Christian activity, should affiliate themselves for studying, planning and accomplishing their tasks, we consider to be one of the most glorious achievements in the history of the church, the proper and inevitable response of God's people to the appaling needs of our age.

Since there is no other agency of the churches, as at present constituted, capable of undertaking the task forced upon us by the present world situation and outlined by the Interchurch World Movement, this organization was called into being.

We believe the time is fully ripe for such unity of action on the part of united Protestantism, that, without attempting to solve the problems arising from divergent and conscientiously held points of view in matters of doctrines and policy, the churches are ready for a common program of activity.

The ideal of the whole church facing the whole task appeals to us as scriptural and practicable. It is a conception full of dignity worth and power. In our opinion, this ideal must appeal more and more to the forward looking men and women of our churches of all names and connection.

Profoundly gratful for what has already been wrought in bringing the Movement to its present position of prominence we cordially invite such Christian bodies as h ave not already taken favorable action to cooperate in a movement which offers the promise of presenting a church undivided in its purpose and

-Turn to 44-

plans to make Christ regnant throughout the nations.

11 BASIS OF BUDGET CONSTRUCTION

While recognizing that the survey presented to this Conference is, of necessity, incomplete and subject to revision and amendment, we yet record it as our conviction that the total amount of the budget indicated is amply justified by the present need of the various fields surveyed, by the latent capacities and the great superhuman resources of the Christian church, and by the evident leading of the Spirit of God in national and world events.

In determining the final budget for the campaign of 1920, however, it is recommended that the following process be followed:

1. That each item in the total referred to in the Grand General Summary as "Total allotted to Boards-General" in the General Budget presented by the Survey Department of the Interchurch World Movement be retained, modified, or eliminated according to the following test, namely, that it is a budget item of a regular, national, denominational organization and that it has been approved by such organization, viz, by a denominational forward Movement when such exists, and has authority to approve a budget or, when none such exists, then by a recognized national denominational board of home or foreign missions education, or philanthropy, provided, however, that in the case of philanthropic agencies the method indicated in the resolution on that subject may be followed.

2. That in the case of any item which has not previously received the approval of such a national, denominational organization, such approval be secured or the item eliminated.

3. That the Survey Department, through processes which it will, in consultation with the Cabinet, determine, be instructed by the General Committee to check with the appropriate board each item in the budget presented to the Conference.

4. That the General Committee be asked to appoint a Board of Review, not necessarily confined to its own membership, which shall pass upon all these items as checked and the total after its completion. No item shall be finally included or excluded without the consent of the board to whose budget it belongs.

5. That this total as checked and approved by the Board of Review be presented to the Executive Committee for authorization as the Campaign Budget for 1920.

111. UNION AND INDEPENDENT AGENCIES

The problem connected with the definition and classification of union and independent agencies and the relation which these agencies should sustain to the Interchurch, World Movement is one of peculiar difficulty. We believe, however, that the agreement reached at the meeting of the General Committee of the Movement in Cleveland in September, 1919, should be loyally sustained. This agreement limits the participation of independent or union agencies in the Interchurch Movement to such amounts as the denominational agencies may be willing to add to their respective budgets. We recommend that this arrangement entered into by common agreement be adhered to. At the same time we express the hope that the way may be left open in the future for a careful and sympathetic study of these union and independent agencies, so that if there are ways in which those which have a distinct Christian purpose can, with the approval of all the bodies involved, be allowed to participate, this may be brought about.

1V. UNOCCUPIED FIELDS

In view of the urgency of the need of an enlargement of the plans and work of the churches in caring for the tasks not yet undertaken, it is recommended that for the first year the items for unoccupied fields or unallotted special types of work both at home and abroad may be included in the budget, if taken up and included by denominations in their denominational budgets, and that the Home Missions Council in the home field and the Foreign Missions Conference (the Committee of Reference and Counsel) in the foreign field and the Associated Women's Agencies assume responsibility for securing the performance of these tasks by denominational Boards, and these agencies are requested to consider at once the responsibility here involved. Any action taken under this paragraph is to be in harmony with the action of the General Committee at Cleveland.

In the case of the American Education Division and the American Religious Education Division, and of items for new work presented in their budgets, the same principles shall prevail. The council of Church Boards of Education and the Sunday School Council of evangelical denominations, or its successor, shall assume the analogous responsibilities.

It is recommended that each participating missionary board be requested to include in its first year budget a number of missionaries and an amount of money for new work in unoccupied areas; that the determination of the particular field to be entered be a matter in which the guidance and approval of the Home Missions Council in the home field and the Foreign Missions Conference (Committee of Reference and Counsel) in the foreign field shall be sought; that during the year the Survey Department of the Interchurch World Movement undertake a De-
~~partment of the Interchurch World Movement~~

special study of the unoccupied areas, and that the results be placed at the disposal of the Home Missions Council and the Foreign Nissions Conference (Committee of Reference and Council).

Recognizing that the limitations of time may prevent the taking of the necessary steps for the inclusion in the Interchurch World Budget for 1920, of many forms of work discovered and approved by the surveys, we recommend that the Interchurch World Movement take measures to present these unoccupied fields and unallotted types of work at home and abroad, together with the supporting evidence, to the church as a part of the church's ultimate task, with a view to enlarging the church's vision of its task and to showing how existing needs reach beyond the budgets presented.

V. PHILANTHROPIC AGENCIES

The Conference places on record its unhesitating conviction that the church of Christ should regard the founding and maintenance of agencies of philanthropy, such as hospitals and homes as among its fundamental obligations. It looks forward to such development of these agencies and to such assumption of denominational responsibility for them as will make it possible to present their claims in a largest and most inclusive way to our constituency.

But the action by the General Committee at Cleveland and the principles under which the Movement is proceeding in accordance with this action, applied to the existing situation of this field, make it necessary that the budget of any philanthropic organization shall be included in the budget of the Interchurch World Movement only by first being included in the budget of a national denominational body except that the budget of any local denominational philanthropic organization which is approved by the denominational authority of the State, Conference, or other like area in which it is located, may be included in the denominational budget of that area; and it is recommended that this principle be adhered to.

Vl. CENTRAL TREASURY

In an early announcement of the purpose and plans of the Interchurch World Movement, it is stated that in the united movement all funds are as far as possible to be sent to the treasuries of the cooperative agencies from their natural constituencies, but in view of the necessity of provision for receiving and distributing funds that might be contributed directly to the movement, there would be maintained a central treasury for such gifts.

Respecting the Central Treasury, it is recommended:

1. That contributions to the central treasury of the Interchurch World Movement shall go automatically to the denomination of which the contributor is an enrolled member or contributing adherent, as indicated on his pledge card.

2. That if the contributor is not a member of any denominarion, his contribution remain in the common fund which shall ultimately be divided as elsewhere provided.

3. That any contributor may designate his gift to the common fund, or otherwise, as he elects.

4. That all undesignated monies contributed to the central treasury shall be divided among the participating organizations pro rata with their actual receipts in the coming campaign, final settlement to be made at the end of the year.

5. That in the final settlement the expenses of the Movement be borne by the participating organizations on the same pro rata basis.

6. That for the purposes of convenience, it be mutually agreed by the cooperative agencies that the expenses of the Interchurch World Movement, until the close of the present campaign, and for a year thereafter, shall be paid from the central treasury.

7. That it be understood that cooperating agencies which do not present a budget of askings will not participate in any undesignated funds paid into the central treasury.

8. That the treasurers of the various cooperating agencies shall be invited to become associate treasurers of the Interchurch World Movement, and to meet currently to cooperate in determining the financial plans of the Movement.

V11. PERIOD COVERED BY THE BUDGET

While it is recognized that the ultimate decision of the question lies with the several denominations, in view of the impossibility of making an adequate and carefully thought-put five-year program until the comprehensive survey now being conducted by the Interchurch World Movement is completed; and further, in view of the desirability of a united effort on such a program when formulated, it is recommended that except when a denomination shall find it necessary to decide otherwise, the appeal made for funds by each denomination in the coming spring be for the amount needed to meet the requirements of the year ahead, as revealed by the surveys made to date, and that this budget be recognized as the first unit of a carefully formulated five-year program; the policy followed in subsequent years in the matter of securing pledges for a single year or for a longer period to be determined in the light of subsequent events.

VIII. COMPLETION OF SURVEY AND RELATION WITH BRITISH AND CANADIAN SURVEYS

We approve the surveys presented as being tentative and as furnishing the basis of information on which the budget has been worked out.

We urge the continuation of the survey work, and the prosecution of a careful and scientific Survey in cooperation with similar Canadian, British and Continental Surveys, looking to a complete covering of the fields, the avoidance of duplication, and the supply of information which will make possible the wisest expenditure of funds.

To this end we request the appointment of advising Committees by representative bodies such as the Foreign Missions Conference, the Home Missions Council and other kindred organizations to be associated with the Survey Department in the carrying forward of the surveys, and that, whenever possible, the actual surveys in the foreign fields be made by or in cooperation with agencies representative of all the mission bodies, such as the Continuation Committee in China, the National Missionary Council in India, etc.

It is further suggested that the American members of the Continuation Committee of the Edinburgh Conference and the Emergency Committee of the Cooperative Missions take steps to inform the missionary organizations in Great Britain and the Continent of Europe and the South African and Australian Missionary Conference of the plans and activities of the Interchurch World Movement - and to consult with them regarding the further development of such forms of international consultation, common planning and practical cooperation as will most conduce to the accomplishment of the world task.

IX. SCOPE OF THE MOVEMENT

The Conference recognizes in the Interchurch World Movement an agency of vast possibilities for good in the development of unity of spirit and practical cooperation among the evangelical Protestant denominations of the United States. Originating, as all such movements must, in a voluntary group, it has been accepted by many of the churches as an agency of the denominations as such. Its aim is, and should remain, not to displace other organizations, denominational or interdenominational, but to facilitate cooperation of the denominations and their efficiency.

For the achievement of this aim, it is recommended that the General Committee of the Interchurch World Movement appoint a committee on the Relations of the Movement to other evangelical Protestant bodies, with instructions to this committee, after conference if possible with these bodies, to report the measures which in its judgment will secure the largest possible degree of fellowship and cooperation among all these agencies.

It is further recognized that the Interchurch World Movement is not organized for the purpose of administering missionary or educational enterprises, or for determining the policies of the several denominations, but leaves all such matters in the hands of the churches and the denominational or interdenominational agencies recognized by them. In its surveys it confines its service to ascertaining and portraying the facts, to calling the attention of the churches and their agencies to the needs revealed by these facts and to encouraging the churches, through cooperative effort, to work out the problems involved.

The authority of the Movement rests solely in the challenge of the facts it is able to present.

It is therefore recommended that the determination and the initiation of policies for meeting the situations revealed shall be understood to be wholly with the churches and their own regularly constituted agencies.

X. REPORTS TO THE DENOMINATIONAL BODIES

It is recommended that the Executive Committee of the Interchurch World Movement present to the several denominations, at their respective annual meetings, or on request, a full report of the Movement up to such annual meeting or request; in order that the denominations may renew and readjust their relations to the Movement.

REPORT OF THE COMMITTEE ON THE FIELD PROGRAM

Committee

Bishop Thomas Nicholson, Chicago, Ill. Chairman
Rev. Barclay Acheson, New York
Dr. J.Y.Aitchison, New York
Rev. J. H. Apply, Philadelphia, Pa.
Mrs. Anna R. Atwater, Indianapolis, Ind.
Mrs. F. A. Baldwin, New York
Nolan R. Best, New York
Dr. Edgar Blake, New York
Dr. Nehemiah Boynton, Brooklyn, N.Y.
Bishop George W. Clinton, Charlotte, N.C.
Dr. J. W. Cochran, Detroit, Mich.
Mrs. George W. Coleman, Boston, Mass.
Mrs. James S. Cushman, New York
Mrs. C. H. Daniels, Boston, Mass.
Dr. W. H. Day, Vridgeport, Conn.
Dr. D. G. Downey, New York
Professor C. R. Erdman, Princeton, N.J.
Hugh A. Heath, New York
Bishop W. F. Heil, Allentown, Pa.
Miss Margaret E. Hodge, New York

John B. Lennon, Bloomington, Ill.
Dr. C. S. MacFarland, New York
Dr. T. H. McKenzie, Flushing, N.Y.
Dr. William P. Merrill, New York
L. Wilbur Messerm Chicago, Ill.
Rev. R. H. Miller, Pittsburgh, Pa.
Mrs. W. A. Montgomery, Rochester, N.Y.
L. T. Pennington, Richmond, Ind.
Dr. W. W. Pinson, Nashville, Tenn.
G. E. Raitt, Pittsburgh, Pa.
Dr. Frank H. Schlegel, Lancaster, Pa.
Dr. Henry H. Swetts, Louisville, Ky.
F. P. Turner, New York
Dr. E. L. Waldorf, Cleveland, O.
Dr. J. A. Whitted, Philadelphia, Pa.

Your committee on Field Program invited to its meeting the leaders of the forward movements of the cooperating denominations. A large group of them were present and they joined in the discussions. Various representatives of the Field Program's staff presented their plans and brought information on a variety of questions and details.

The following recommendations are presented:

1. That the Field Department of the Interchurch World Movement shall cooperate with and seek to coordinate the various forward movements of the cooperating denominations.

A minute presented by a rpresentative of the Forward Movement leaders was approved. It is attached herewith that it may be placed on file as a more extended explanatory statement. The Committee approved the principles contained in this statement, which in brief are--That the Field Department program shall, to the fullest possible extent, be worked out in the local churches chiefly through the field organizations of the Forward Movement of the cooperating denominations; that where these denominations have adequate forces and equipment no new plans or equipment need be provided; that reports required by the Interchurch World Movement shall be secured wherever possible through denominational agencies; that one chief function of the State and County committees of the Interchurch World Movement shall be to secure full cooperation among denominational organizations and to the fullest possible extent to secure a coordinative program; also to provide for the development of such territory as may not be provided for by existing denominational organizations.

2. That we approve the holding of a series of conferences such as have been outlined to us by the Field Department of the Interchurch World Movement. A copy of the statement is attached for record. The plan provides for State

Conferences of pastors and for County mass meetings. The general principle of Township Conferences was approved with the suggestion that this matter be leftto the discretion of the Field Department.

3. That the payment of the transportation expenses of persons officially invited to the proposed State Conferences be approved.

4. That conferences for laymen, for women, for industrial groups and for other special groups, particularly such as might be gathered in Metropolitan centers be approved; that the working out of plans for these Conferences be referred to the Field Department.

5. That no resolution or deliverance at any of these Conferences shall be published except by the authority of the Executive Committee of the Interchurch World Movement or of the Boards cooperating with it.

6. The Field Committee recommended the setting apart of January for the work of the Department of Spiritual Resources, of February for that of the Department of Stewardship, of March for that of the Department of Life Work, all culminating in a great evangelistic campaign to be concluded at Easter. We approve the general features of this program. As the time, however, is short we recommend that the entire period from this date until Easter be set apart for the evangelistic campaign which shall be carried forward energetically in coordination, and without conflict, with evangelistic campaigns in the various denominations; that the work of the departments named be emphasized in this general evangelistic campaign. In harmony with the plan suggested by the Field Department the work of the Department of Spiritual Resources would receive all possible special emphasis during the month of January, that of the Department of Stewardship during the month of February, that of the Life-Work Department during the month of March, without interference with the general plans of the evangelistic campaign.

THOMAS NICHOLSON, Chairman
JOSEPH W. COCHRAN, Secretary.

NOTE

General Committee of the Interchurch World Movement approved the report and the amendment as presented by Bishop Nicholson was referred to the Executive Committee with power, as follows:

"That the words of the report 'To provide for the development of such territory as may not be provided for by existing denominational organizations be interpreted in the light of the other statements of the report and clearly understood to mean that in unoccupied and undeveloped

territory the Interchurch Movement shall function through the denomination or denominations which should have responsibility for such territory or to whom such territory should be assigned!"

REPORT OF THE COMMITTEE ON THE FINANCIAL INGATHERING

Committee

Dr. C. H. Patton, Boston, Mass., Chairman
Dr. J.Y. Aitchison, New York
F. W. Ayer, Philadelphia, Pa.
Dr. W. B. Beauchamp, Nashville, Tenn.
Hon. Thomas E. Bradley, Chicago, Ill.
Henry Bond, Brattleboro, Vt.
Mrs. Lincoln M. Coy, Chicago, Ill.
Miss Mabel Cratty, New York
President David M. Edwards, Richmond, Ind.
Mrs. C. D. Eulette, Chicago, Ill.
Dr. Fred B. Fisher, New York
T. O. Fuller, Memphis, Tenn.
Lee W. Grant, St. Louis, Mo.
Ralph W. Harbison, Pittsburgh, Pa.
Colonel E. H. Haskell, Boston, Mass.
Dr. H. C. Herring, Boston, Mass.
Miss Florence Hooper, Baltimore, Md.
Dr. S. S. Hough, Dayton, O.
George Innes, Philadelphia, Pa.
Dr. C. S. Johnson, Pittsburgh, Pa.
Dr. William E. Lampe, Philadelphia, Pa.
Judge H. Walton Mitchell, Pittsburgh, Pa.
Lyman L. Pierce, New York
F. M. Potter, New York
Mrs. F. M. Potter, Metuchen, N.J.
Fleming H. Revell, New York
G. M. Rodefer, Bellaire, O.
C. A. Rowland, Athens, Ga.
J. B. Spillman, Columbia, S.C.
Mrs. H. R. Steele, Nashville, Tenn.
Ambrose Swasey, Cleveland, O.
Mrs. James A. Well, Jr. Madison, N.J.
A. H. Whitford, Buffalo, New York
Charles M. Wonacott, New York

PREAMBLE

For the first time in the history of the Christian churches of North America they have ascended the mountain top and cast their eyes over the whole world. The Surveys have revealed the marvelous blessings which Almighty God has vouchsafed upon the efforts of His Church but they have also revealed the magnitude of the unfinished task and the inadequacy of the efforts which

the church has as yet put forth. These Surveys stand before the Christian church as the greatest challenge it has ever faced since it received the Great Commission.

The church can meet this challenge only as it pours forth its life and its resources. Its young men and women can respond to the Macedonian call of this modern world only as the church shall send them forth. The dedication of its wealth is as truly an act of worship as the dedication of its young life. God is calling upon the church to lay both upon His altar at this crucial hour. This Financial Ingathering in which we are about to participate should be an unparalleled expression of the spiritual power of the Christian Church. As stewards of the boundless resources which God has entrusted to us in these days we are now to give account of our stewardship.

FINANCIAL INGATHERING

We cannot but feel that the marked impressiveness of these Surveys has been due to the fact that they have been the initial study of the whole field by the whole church. So the success of the endeavor to meet this challange will be more certainly assured by the united effort of the whole church. This campaign, therefore, should be a united simultaneous financial ingathering. Some of the considerations which lead to this conclusion are as follows:

REASONS FOR FINANCIAL INGATHERING

FIRST: The church will for the first time be able to challenge the attention of the world by projecting the whole program of the whole church.

SECOND: At this crucial time the world needs every possible evidence of the oneness in aim and effort of the Christian church.

THIRD: It will make available for the whole church the experience and wisdom of all cooperating bodies.

FOURTH: It will serve to eliminate many competing appeals by concentrating the efforts of the churches upon this one inclusive and cooperative enterprise.

FIFTH: The very greatness of the task will serve to increase the interest and sacrifice of the members of all the churches.

SIXTH: It will enlist the cooperation of the millions of people who, though not members of the church, are nevertheless sympathetic with its program.

SEVENTH: It will effect greater economy in administration through common efforts in publicity, conferences, etc.

EIGHTH: It will facilitate the solution of two of the largest, most important problems before the churches, viz., the entrance of unoccupied fields at home and abroad, and the adequate provision for many projects of special concern to some or all of the cooperating bodies.

RESOLUTIONS

In view of the above considerations we recommend:

FINANCIAL INGATHERING

1. A united simultaneous financial Ingathering for all participating denominations. The Financial Ingathering will be simultaneous in that the appeals will be made by the cooperating denominations to their own constituencies at the same time. It will be united in that there will, be one approach to the large accessible general constituency not now numbered among the members or adherents of the various denominations. It is suggested that this united approach be made by a representative committee chosen by the cooperating churches of the community.

DATE

2. That the dates of the United Simultaneous Financial Ingathering be from Wednesday, April 21, 1920, to Sunday, May 2, 1920, inclusive.

BUDGETS

3. That the national budget shall be the sum total of the budgets approved and accepted by the various denominations.

QUOTAS

4. That each denominational body be requested to make out a quota distribution in conference with the leaders of the Interchurch World Movement and that it be left to the local communities to combine these quotas where practicable.

ESSENTIAL FACTORS

In making the above recommendations we would call attention to what we consider to be essential factors for the success of this enterprise:

FIRST: Responsibility for the financial organization and promotion should rest primarily upon the paymen of the Church. In the selection of leaders in every department of the campaign organization, care should be exercised to secure outstanding and experienced laymen and ministers.

SECOND: There should be general recognition on the part of the

denominations of the value of an intensive campaign with a unified plan representing a standardization of methods.

THIRD: There should be the closest coordination between the denominations and the Interchurch Field organization with its convention and educational campaigns in promoting the nation-wide Financial Ingathering.

FOURTH: We would urge the exercise of Christian forbearance in the promotion of campaign methods and in the making of necessary adjustments in order that this enterprise may become a demonstration of the willingness of Christians of various connections to work heartily together for the furtherance of the Kingdom and the answering of our Lord's prayer "that they all may be one."

Signed C. H. PATTON
for the Committee.

AMENDMENT BY GENERAL COMMITTEE TO REPORT OF THE COMMISSION ON FINANCIAL INGATHERING-INTERCHURCH WORLD MOVEMENT

Resolved: That the Executive Committee be instructed to arrange at the earliest moment for a conference of the leaders of the denominational Forward Movements for the purpose of securing a full understanding as to the relationship of each to the educational campaign and the financial drive of the coming Spring. A central aim of such conference would be to secure full and equitable adjustment of relations and interests between denominations which are able to participate fully in the financial campaign and those whose participation by reason of recent campaigns must be to a limited degree.

REPORT OF THE
COMMITTEE ON INTERCHURCH FINANCIAL
POLICIES AND BUDGET

Committee

President W. O. Thompson, Columbus, O. Chairman
H. G. Bowden, Cincinnati, O.
Dr. L. C. Branscomb, Birmingham, Ala.
Dr. Howard A. Bridgman, Boston, Mass.
Frank L. Brown, Brooklyn, N.Y.
Dr. Lathan A. Crandall, Chicago, Ill.
Dwight H. Day, New York
W. T. Demarest, New York
Mrs. J. W. Downs, Nashville, Tenn.
Dr. Dwight Goddard, Ann Arbor, Mich.
William A. Harbison, Pittsburgh, Pa.
S. Earl Hoover, Philadelphia, Pa.
William Kolb, Jr. Philadelphia, Pa.
Hon. A. S. Kreider, Annville, Pa.

Robert L. Latimore, Philadelphia, Pa.
George Nicholson, Wilkesbarre, Pa.
Arthur Perry, Boston, Mass.
W. S. Pilling, Philadelphia, Pa.
A. C. Powell, New York
Mrs. James Madison Pratt, New York
D. C. Shull, Sioux City, Iowa.
James M. Speers, New York
David W. Teachout, Cleveland, O.
Herbert K. Twitchell, New York
Dr. Joseph A. Vance, Detroit, Mich.
E. F. Willis, Nashville, Tenn.
Bishop Luther B. Wilson, New York

THE COMMITTEE SUBMITS THE FOLLOWING REPORT:

That we approve the general scale of expenditures and the financial administration of the Interchurch World Movement and concur in the resolution adopted by the Board of Review at Garden City on December 20th, 1919, as follows:

"The Board of Review having had an opportunity to hear from the leaders of the Interchurch World Movement, a summary of their plans, and to look over a statement of expenditures incurred and proposed, begs to report that in its judgment:

1. The plans are wisely and conservatively drawn, and not more extensively than necessary in view of the stupendous and unparalleled undertaking contemplated.

2. The expenditures are carefully and judiciously planned and though running into important sums, are relatively small when compared with the results in accomplishment, spiritual, educational and financial, which are justly to be anticipated.

3. Had the leaders, through lack of vision or fear of present criticism, dared less, and prepared a less adequate foundation, they would have subjected themselves eventually to far greater censure because of their failure to have constructed a foundation sufficiently broad and strong for the great structure which alone will be in a sense worthy of the united effort of so large an aggregation of the Christian people of the land.

4. That we approve the general lines of the proposed budget of the Interchurch World Movement for the period of six months ending June 30, 1920, calling for an expenditure which it is estimated will not exceed five per cent. of the amount finally fixed upon to be raised this year in the coming united and simultaneous financial campaign of the cooperating churches.

5. The amount of expenditure of the Movement will be

determined by the extent to which its methods and facilities are carried on to the vast constituencies of the various cooperating agencies and also by the relative part of expenditure assumed respectively by the Interchurch World Movement and the cooperating agencies. Should these two elements reach a favorable maximum it is hoped that the expenditures would be kept to a lower percentage than that above mentioned. We find that after conference with the leaders there is among them a determined purpose to keep these expenses at the lowest practicable minimum.

6. That we recommend that the general and executive committees continue to make a constant study to effect all reasonable economies and to see that the most approved methods of controlling expenditures and of auditing accounts are employed.

7. That we recommend the underwriting plan for financing the Interchurch World Movement, with the understanding that any cooperating body may, should it prefer, meet its pro rata share of the expenses of the Movement by making direct appropriations to the treasury of the Movement.

8. That we recommend the approval of the budget--presented for the six months ending June 30, 1920, subject to the conditions and limitations prescribed in the resolutions above.

W. O. THOMPSON
Chairman

OTHER CONFERENCES *

Following the World Survey Conference there was a National Conference for Women held at Washington, D.C., February 7-9 also National Laymen's Conference which was held at Pittsburgh, January 31st - Feb. 1-2. All arrangements for these conferences were carried on by the Field Department of the Interchurch World Movement and programs were given which covered in a general way the plans of the Interchurch World Movement and placed before these conferences the needs of the field which had been revealed by the Interchurch Survey.

* See Chapter 1V.

PASTORS' CONFERENCES

As soon as the Training Conferences closed, preparations for a series of Pastors' Conferences were begun. The following records show development of plans:

CABINET MEETING

(December 12th, 1919)

Dr. Cory presented a suggested outline of the Preachers' Conference covering dates, length of the conference, presiding officer, Personnel of Teams, Number of Conferences, set-up for conferences, expenses, Literature, Stereopticon, Exhibits, Denominational Conferences and program.

Voted to approve the dates January 26th to March 6th for holding the Preachers' Conferences.

Voted that the general outline presented by the Field Department for the Preachers' Conferences in January be approved, with the exception of any qualifying votes that may be hereafter taken.

Voted that the payment of the expenses of the preachers to the conferences shall be presented to the Executive Committee to the Board of Review, and to the Atlantic Conference, with the view of getting a final determination as to whether the Movement should pay the expenses, or the denominations should pay them. In case decision is made that the Movement should pay the expenses, a tentative item providing for them should be included in the new budget.

Voted that the Literature for the Preachers' Conferences shall be a pamphlet not to exceed sixty-four pages, issued in a probable maximum total of 150,000 copies, based upon the general outline submitted by the Field Department.

Voted that the Literature for the County Conferences shall be a pamphlet of 32 pages, issued in not to exceed 800,000 copies, the contents to be a condensed form of the Pastors' Conference booklet, with large proportionate space given to the field organization.

Voted that the Literature for the Township Conference shall be a pamphlet with a maximum of sixteen pages, which shall beacondensed form of the County Conference booklet, and shall be issued in sufficient numbers to reach the township constituency, this number to be finally determined after very careful investigation. The first edition to the sixteen page booklet to be issued is not to exceed four million copies, and if subsequent investigation proves this to be insufficient, another edition may be immediately run off. The budget of

either the literature or the Field Department shall provide that a larger issue shall be carried, if necessary.

Voted that the program for the preachers conferences should be based:

(1) Upon the general outline of the needs as revealed in the surveys.
(2) Upon plans now being recommended for the supplying of the needs.
(3) That the final development of the program be worked out in the light of the development of the World Survey Conference at Atlantic City in January.

Voted that the length of the Conference including a half day for a denominational conference, shall be three nights and two and half days.

Executive Committee
December 16, 1919.

It was reported that the Cabinet had approved the dates of the Preachers Conferences-January 26th to March 6th. Dr Cory stated that it was the plan to gather the preachers of forty-eight states into conferences of two and one-half days in length, allowing a half day for denominational conferences, and that the expense was estimated at $400,000. for bringing approximately 110,000 preachers to the conferences.

Action of the Cabinet was presented regarding the payment of the expenses of the preachers to these conferences. "That the payment of the expenses of the preachers to the conferences shall be presented to the Executive Committee, to the Board of Review and to the Atlantic City Conference with a view of getting a final determination as to whether the Movement should pay the expenses or whether the denominations should pay them. In case decision is made that the Movement should pay the expenses, a tentative item should be included in the new budget."

Voted that the Executive Committee shall present this matter, without recommendation, to the World Survey Conference for final determination, but that an item be included in the budget covering this expense.

BOARD OF REVIEW
(December 20)

The conference proceeded with the consideration of the question as to whether recommendation should be made to the Interchurch World Movement that the railroad fare expenses of ministers as delegates to the forty-eight state conferences should be paid. Dr. Cory explained the purpose of these state conferences and estimated that the railroad fare item would amount to between

450,000 and $600,000. He also stated he had estimates that a ninety per cent attendance would be had if railroad expense was paid, and that it would drop to twenty-five per cent, if the fare were not paid. (Estimated total attendance, 100,000)

Mr. Teachout: I move that we approve of the plan that has been outlined for the state gatherings, and that the expenses)railroad fare) of the ministers to those gatherings be paid so far as is necessary.

Seconded by Professor Burton.

Adopted by vote.

CABINET MEETING
January 19, 1920.

Dr. Cory read the proposed program for the Pastors' conferences. It was voted that the Program be submitted to a Committee who should present their recommendations to the Executive Committee at its meeting January 20th. It was further voted that each member of the Cabinet who had any changes or modifications to suggest in the program should have these suggestions in the hands of the special committee not later than 5:00 P. M. January 19th.

A committee consisting of Dr. Taylor, Dr. Foulkes and Dr. Cory was appointed.

Dr. Cory raised the question as to whether or not there should be exhibits at the Pastors' Conferences. It was voted that there should be exhibits at the conferences in charge of the Exhibits Department, in cooperation with the Field Department.

Dr. Cory asked for an expression of opinion in regard to the music at the Pastors' Conferences. After discussion, it was voted to authorize the engagement of special leaders and of quartettes for the Pastors' Conferences.

Dr. Cory asked for a decision inregard to the advis-ability of preparing a 64-page booklet for the Pastors' Conferences and of presenting the results of the World Survey in the best form to those attending the conferences. It was voted that a committee should be appointed to consider the proposition of a booklet and the presentation of Survey results at the Pastors' Conferences, and that this committee should present its recommendations to the Executive Committee on January 20th. The committee appointed consisted of Messrs. Haggard, Doughty and Dennett.

SUGGESTED PROGRAM FOR THE PASTORS' CONFERENCE

(January 19, 1920)

It is the belief of the field men that the program should not be more than two days and one added session in length. This will include the half day for the denominational conferences. There should be two conferences a week, one to begin on Monday afternoon and one on Wednesday afternoon. The suggested program is as follows:

MONDAY AFTERNOON

2 to 2:15	Devotional Service
2:15 - 3:00	Opening statement. (It is suggested that such men as Taylor, Mott, Speer and Foulkes, etc. should make this opening statement.)
3:00 - 5:00	Foreign Survey (This period to be presided over by some man from the Survey Department who can present the technical side, but the speakers should be some of the strongest missionaries from the various fields who can carry great convictions because of their personal knowledge of the fields.
5:00 - 5:15	Statistical Report

EVENING.

7:30 - 7:45	Devotional
7:45 - 9:45	Home Survey: (This period to be presided over by someone from the Home Survey Department, but, as in the case of the foreign surveys, the various phases of the work should be presented by those who understand the work from experience.)
9:45 - 10:00	Statistical Review

TUESDAY MORNING

9: - 9:15	Devotional
9:15 - 10:00	Religious Education
10: - 11:00	American Education
11: - 11:30	Benevolence
11:30 - 12:00	Ministerial Relief
12: - 12:15	Statistical Review

TUESDAY AFTERNOON

2:00 - 2:15	Devotional
2:15 - 3:00	Missionary Education
3:00 - 3:45	Life Work

3:45 - 4:30	Stewardship
4:30 - 5:30	Spiritual Resources and Evangelism

TUESDAY EVENING

7:30 - 7:45	Devotional
7:45 - 8:15	Women's Address
8:15 - 9:00	Industrial Relations Address
9:00 - 9:40	Address by pastor

WEDNESDAY MORNING

To be given entirely to Organization Methods; practically all of it to be in charge of the Financial Campaign Department.

WEDNESDAY AFTERNOON

To be given to denominational rallies.

Executive Committee Meeting
January 20th, 1920

PAMPHLETS FOR PASTORS' CONFERENCES

It was voted to authorize the preparation of miniature facsimile editions of the Survey Volumes, and that a price be placed upon these; but that a copy be given to each pastor in attendance at the Postors' Conferences, without cost.

CABINET MEETING
January 21, 1920

PROGRAM FOR PASTORS' CONFERENCES.

Dr. Cory presented and read the proposed program for the Pastors' Conferences (Exhibit A), and stated that through an error there had been omitted from the schedule sufficient time to present the Pastors' Women's and Industrial Relationship's topics. Dr. Aitchison suggested that the schedule should be altered so that time should be allowed for denominational meetings. After a thorough discussion, it was voted that the program presented should be amended so that time be given to hold sessions for the denominational leaders, starting at eleven o'clock on the third day of the conference, and that time be alloted for the presentation of Women's, Pastors' and Industrial Relationship topics, and that with these amendments, the program be adopted, with the understanding that it may be changed from time to time as the conferences proceed and the advisability for changes become apparent.

PROPOSED PROGRAM
(Cabinet Meeting)
(January 21, 1920) (Exhibit A)

First, present the surveys by the following process:

(1) Foreign surveys - present three or four sample fields, choosing the fields, first, with reference to their compelling story, and, second, with reference to the speakers available for the particular program.

In presenting the foreign surveys, make sure that we have a standardized presentation to this extent; that we will place in the hands of the speakers the most important points to be carefully compiled before the series begins, making sure also that the speakers make full use of the lantern slides, maps, or whatever devices are employed, to break up the monotony of the solid presentation of facts.

(2) In presenting the home surveys be careful to avoid the danger of monotony, and of presenting too many slides. As in the case of the foreign survey, pick out a few salient points and put them across with great vigor. And do not attempt to cover the whole field.

(3) Present the surveys of education, etc. on the morning of the second day, being careful here to standardize the presentation, and make sure that we have the points which will put the program across with conviction.

(4) On the afternoon of the second day present the working program, with the following three main features:

A. Evangelism.

B. The field and financial plans. (Carry this down to the last member of the church, especially stressing the point that this campaign differs from any other we have known in the nation in that we hope actually to reach the individual churches and individual members and adherents with the message of this conference.)

C. The plans by which we undergird the whole program, and make it permanent in the life of the church, as stewardship, life service, and so on. (This to be presented by one man who should have an attractive pamphlet, well spaced, and with reasonably large type, which will show just what our working program is with special relation to our time schedule.)

With the help of such a document this one man can put up the whole program very effectively in twenty or thirty minutes. If there is opportunity for

open conference this man can put up the program insections, allowing questions and answers between the various brief presentations.

I t will be exceedingly valuable if this man should have a chart which could be put on a good sized standard, and which he could use as his talking basis. This chart could outline the several features of the program, which could be displayed in such a way that the audience could carry them away with a very definite impression as to the relationship of the various parts of the program as a whole.

The third main feature of the program ought to be

(1) A statement of the world conditions which make such a program imperative.

(2) A demonstration of the fact that the church cannot meet the situation without coordination and cooperation.

At this point it would be well to have a standard outline of points, prepared with the help of the Cabinet officers, men like Dr. Mott, and others; this outline to be put in the hands of those asked to prepare these addresses, so that the same general points might be covered.

The final main featire of the program should be the denominational meetings, and the closing addresses.

At the psychological time in the program there must be a strong presentation of Dr. Holingshead's facts and figures, which will demonstrate to those who have not thought it through that the church has the financial ability to carry a program of this magnitude.

To summarize the message of the conference, we need

(1) The surveys.

(2) Our working plans

(3) A demonstration that the plan is practicable

(4) A powerful demonstration of the world conditions which have made such a plan imperative.

PROGRAM TO COVER THE ABOVE

MONDAY AFTERNOON:
Opening statement.
Foreign surveys (or home surveys)

MONDAY EVENING:
Home surveys (or foreign surveys)

TUESDAY MORNING:
Surveys completed, and 30 or 40 minutes of statistical survey, demonstrating the ability of the church to do this.

TUESDAY AFTERNOON:

The evangelistic note; the field and financial plans; and the supporting program of work.

TUESDAY EVENING:
The imperative need for a movement of this kind, presented in two addresses:

(1) on the need of the world.
(2) On the imperative necessity for cooperation by the church to meet this need.

These two addresses (30 minutes each in length) might be preceded by a lantern slide demonstration, or the lamtern slides might be interjected between the two addresses.

Or if there is a matter in presenting the lamtern slides, the whole evening might be given to the lantern slide address;

Or, half of the evening to lantern slides, and the other portion to one address.

WEDNESDAY MORNING:
Open discussion, including report of the Committee on Findings.

WEDNESDAY AFTERNOON:
Denominational meetings to make the program effective.

SUGGESTIONS BY DR. FOULKES

(1) The surveys.

(2) I think the clear-cut statement of the two great objectives - the bringing of men and women to Christ in the evenhelistic campaign, and the bringing in of adequate funds to enable all of the cooperating churches to do this work.

I think those two things should be stated in fifteen minutes,

(3) The outline of that very program you suggested.

We have here the kind of program, and here are the facts, and then you bring in missionary education, stewardship and life work in that address as one of the sources of power to enable

you to carry it forward.

(Cabinet Meeting)
(January 22, 1920)

SURVEY VOLUMES.

Dr. Cory called attention to the following action of the Executive Committee at its meeting on January 20, 1920: "It was voted to authorize the preparation of miniature, facsimile editions of the Survey Volumes, and that a price be placed upon these; but that a copy be given to each pastor in attendance at the Pastor's Conferences, without cost."

Dr. Cory stated that he estimated about 125,000 copies would be required for the Pastor's Conferences of these miniature facsimile editions of the Survey Volumes, and he was authorized to proceed with their preparation.

Dr. Haggard stated that under the present time schedule he doubted whether it would be possible to have the large Survey Volumes ready when the Pastors' Conferences started and he believed that the miniature editions would not be ready until the week after the larger volumes were delivered. It was voted that a committee should be appointed, consisting of Messrs. Taylor, Haggard and Cory, to look into the time schedule and see if delivery of both sets of volumes could not be speeded up.

PASTORS' CONFERENCES - TWO IN A STATE

(Cabinet Meeting)
(January 22, 1920)

Dr. Cory reported that several of the states were very anxious to have two pastors' Conferences and he asked for an expression of opinion from the Cabinet. It was voted to give the Field Department authority to hold more than one conference in a state where it was deemed necessary in order to meet local conditions, and that in each case where it was decided to hold more than one conference in a state the Cabinet members should be so notified. (Exhibit C)

Presented by Dr. Cory
At. Cabinet Meeting
January 22nd, 1920.

The following is a copy of a statement relative to the holding of Pastors' and Metropolitan Conferences in New York State:-

First: It was the sense of the State Advisory Committee

and the Metropolitan Executive Committee that two Pastors' Conferences in New York State should be held. However, in case only one should be held, Albany was agreed on as the best centre; but after careful investigation by ministers and business men, it was decided a physical impossibility to hold the Conference in Albany on account of limited hotel facilities, the legislature now being in session; also, because the churches would be unable to furnish entertainment.

Second: The Up-State Pastors' Conference will be held at Rochester, March 1st, 2nd and 3rd, in the Central Presbyterian Church.

Third: It was the sense of the Sub-Committee, appointed by the Metropolitan Advisory Committee, "that, as a result of extended experience, the members of this Sub-Committee are agreed that two Pastors' Conferences should be held in the State of New York and that, if only one is held, it was felt that a large number of the ministers of the New York area would not attend Pastors' Conferences held west of Albany." This report was signed by a sub-committee, composed of the Forward Movement Leaders of five denominations, their names and denominations being as follows:

G. C. Lenington	Reformed
C. W. Shelton	Congregationalist
J. N. Armstrong	Presbyterian
E. A. Dent	Methodist
C. H. Sears	Baptist

Fourth: It was the sense of the Metropolitan Sub- Committee that it would be advisable to hold the New York Metropolitan Conference, and that it be held as early in February as possible, not over two days in length and the first part of the week, preferably Monday and Tuesday.

Presented by Dr. Cory
At Cabinet Meeting
January 22nd, 1920.

From H. A. Orchard

To Dr. A. E. Cory

IN RE: Dividing State Conferences.

California, as you know, is practically two states and the Executive Committee positively demand conferences at both Los Angeles and San Francisco.

The same condition prevails in Washington and they demand conferences at both Takoma and Spokane.

The State Advisory Committee for New York State strongly urge holding one conference in the city and one up state, preferably at

Rochester.

Secretary Grogan reports phsycally impossible to house or entertain conference in any one city in Alabama and points out the necessity of dividing it for this reason.

The necessary shift of Chicago date leaves three days open which can be employed to advantage in an extra conference in Illinois if desirable.

LIST AND DATE - OF CONFERENCES

In all 52 such conferences were held. The list, together with the dates of Conferences, follows:

Columbus	Feb.	16-18	Wichita	Feb.	16-18
Harrisburg	"	18-20	Lincoln	"	18-20
Hartford	"	23-25	Des Moines	"	23-25
Trenton	"	25-27	Mitchell	"	25-27
Rochester	Mar.	1-3	Minneapolis	Mar.	1-3
Providence	"	3-5	Grabd Forks	"	3-5
Boston	"	8-10	Chicago	"	8-10
Bangor	"	10-12	Salt Lake City	Feb.	16-18
Kansas City	Feb.	16-18	Reno	"	18-20
Milwaukee	"	18-20	Nampa	"	23-25
Lansing	"	25-27	Helena	"	25-27
Indianapolis	Mar.	1-3	Douglas	Mar.	1-3
Parkersburg	"	3-5	Denver	"	3-5
Baltimore	"	8-10	Oklahoma City	"	8-10
Dover	"	10-12	Little Rock	"	10-12
Nashville	"	1-3	Dallas	Feb.	17-19
Birmingham	"	3-5	Albuquerque	"	19-20
Grenada	Mar.	8-10	Phoenix	Feb.	23-25
Hattiesburg	"	10-12	Los Angeles	"	25-27
New Orleans	"	15-17	San Francisco	Mar.	1-3
Louisville	"	17-19	Portland	"	3-5
			Seattle	"	8-10
			Spokane	"	10-12
			Richmond	"	1-3
			Atlanta	"	10-12
			Jacksonville	"	15-17

PRACTICAL SUGGESTIONS FOR TEAM MEMBERS ATTENDING THE STATE PASTORS' CONFERENCES.

1. Object of Conferences

Every team member should keep constantly in mind that the Pastors' Conferences are the most important series of conferences that the Field Dept. will conduct this winter. The pastors of America must be reached, or we cannot carry this message down to the last church.

----------666666----------

2. The Program

Each member of the team should keep in mind the three great objects of the program, namely:

(1) The presentation of the surveys which reveal the needs of the world in life and money. The most telling way to present the surveys should be the constant study of the team leader and all team members.

(2) The presentation of the two great notes of Evangelism and the accomplishment of the Financial Campaign should be kept constantly in mind.

(3) The rallying of the pastors and the denominational forces for the complete organization is equally important.

3. The Organization of the Teams

One members of the Team has been designated as Team Leader for each separate conference. In order that one man can preside thru an entire conference there must be two leaders for each team. These leaders will alternate in presiding. The Team Leader will have the final word in matters relating the program. He should consult fully with the team members and secure as far as possible their approval of his decisions.
The member of the team designated as Team Leader for the first conference in the series will set a time for the first meeting of the team. It will be his duty to inform each member of the team the name of the hotel and the hour that they will meet on the first day. At that time, the various duties of the team should be carefully checked, and assignments made as may be required.

4. Substitutes

Responsibility for providing a substitute and making adjustments in case of emergency rests with the Team Leader. He should do this in consultation with the team whenever possible. He should use Team members if it is at all possible. In every case, when time permits, he should consult the New York office.

5. Team Morale.

Every member should have the support of the whole team. As many members of the team as possible should attend every session, and should give watchful attention to every speaker. As many as possible should plan to be at the period of discussion on the last afternoon. Team

work is the one important thing in putting across these conferences.

6. Representing the Movement

Speakers should be particular to reflect the Interchurch World Movement as an agency of the Churches, and the Churches as an integral part of the Movement. Every member of the team should be anxious to represent the whole Movement and not simply one phase of it. Remember that it is not one particular department that must be put across but the whole task.

7. Intercession

We assume that the Team members will be much in prayer for God's blessing upon the conferences, but in addition, they should meet frequently for united prayer. If they live in an atmosphere of prayer it will be carried into the conferences.
Nothing will so unify the members of the team as united prayer for a common cause. It is very desirable that the members of the team should have breakfast together and in a private dining room.

8. Message

Speakers should keep in mind the purpose of the conference, namely, to enlist the pastors. The message as far as possible should be a total message. It should present the special phase, but it should be so coordinated with all other messages that the conference will speak with one voice and not many voices.

9. Accuracy

Be accurate. We are dealing with bewildering figures. The magnitude of the task is staggering, Speakers should be scrupulous in being absolutely accurate in their statements of figures and facts. A public statement which is known to be inaccurate discredits the whole address and the whole program. In order to conserve the integrity of the whole message the leader of the team should frequently call upon the team members to point out any inaccuracies or weaknesses in any of the presentations.

10. Appropriating material.

Speakers will be careful not to use material and illustrations which another speaker has given in another conference.

11. Mooted Questions:

Avoid mooted questions which will lead to umprofitable dis-

discussion.

12. Time Limit.

Great care should be exercised on the part of the Team Leader to run the entire conference on time. The team members must support the Team Leader by keeping to their time. Special circumstances may require a change in the time limit. ~~Special circumstances may require a change in the time limit~~. All of these matters should be questions of adjustment and a willingness should be manifested to fit into the exceptions or emergencies in every case.

13. Literature and Exhibits

Every member of the team should familiarize himself with the literature to be presented at the conference and take occasion to emphasize its use. In this way the speaker can often do more to promote a sale than the man in charge of literature. There will be two or three men with each team to handle the literature exhibit and the sale of literature. These men will be under the general direction of the Team Leader and the State Secretary. There will also be a man with each team to put up the exhibits and handle them. Frequent reference should be made to the maps and charts and to the exhibits.

14. Use of the Lantern

A special operator is to accompany each team. The team members should, from the beginning, familiarize themselves with every lantern lecture. They should cooperate with the lantern operator and give him detailed instructions. The lantern operators, the salesmen, and the exhibit men should be considered members of the team and meet with the team and they should be subject to all the rules of the team.

15. Hotel Reservations

The State Secretary will make hotel reservations but the members of the team will pay their own hotel bills.

16. Revolving Funds.

The team expenses will be handled by revolving funds. Each team member will be given a definite sum and will be expected to report upon this when half of it is expended. The team leader will be given a special sum of money to meet any emergency.

17. Train Schedules

It will greatly facilitate matters if one member of the

team will take the responsibility of working out train schedules, purchasing tickets, etc. Some of the salesmen or the exhibit man could possibly do this. Study the Map and give yourself ample time to reach your next Conference date.

18. Relation to and Cooperation with the State Secretary

It is very important that the State Secretary shall be used in every possible way. Remember that he is the permanent man in the state and his office should be exalted. This should also be true of the State Executive Committee and the departmental representatives in the state. Itis very important that the Team Leader should get in touch with the State Secretary at once and that his judgement should be followed on all local matters as far as possible.

19. Organization

Everything that is possible should be done to carry out the departmental organization in the states and counties. Also every help should be given to the financial organization plan.

20. College Meetings

The team members should not accept invitations to speak aside from the regular program of the conferences. In this regular program the denominational meetings and the college programs should be considered. The team members should assist in these whenever possible.

21. Reports.

At the close of the first day of each conference the team leader shall telegraph Dr. Cory the attendance and general impression of the first day of the conference. He should also telegraph him at the close of the conference.

22. Women's Conferences.

Parallel conferences are being held in each state by the women. The team members should be available for these conferences. The woman member on the team should not approach the other team members directly for assistance in the Women's Conference until she has consulted with the Team Leader.

23. County conferences and County Organization

It must be constantly remembered that immediately following the state conferences a series of county conventions will be held. The date schedule of these county conventions should

be presented at a special time at each conference. The men who are to be used as speakers should be gotten together and somebody should be specially designated to deal with this schedule of the county conferences.

The plans for county organization should be presented largely at the meeting of departmental representatives..We will instruct the team leaders regarding any special plans for a county organization.

24. Denominational meetings

A large place should be given to the denominational rallies, They will be held on the last morning of the conference. Every assistance and emphasis should be given to make these conferences a success.

REPORT OF CONFERENCES

(Executive Committee)
(March 16, 1920)

Dr. Cory reported on the Pastors' Conferences now coming to a close, stating that with one or two exceptions they have been very successful. Dr. Cory estimated that from 40,000 to 50,000 pastors had been reached in these conferences, the largest one being in Chicago with 3000 in attendance.

Approximate Attendance of Pastors
at
Pastors State Conferences
To March 13-1920.

Columbus, Ohio	1700	Balance Brought Forward	17952
Harrisburg, Pa.	1750	Nashville, Tenn.	500
Hartford, Conn.	359	San Francisco, Cal.	800
Trenton, N.J.	610	St. Paul, Minn.	900
Wichita, Kan.	750	Providence, R.I.	250
Lincoln, Neb.	850	Grand Forks, N. Dak.	275
Des Moines, Ia.	1300	Parkersburg, W. Va.	600
Mitchell, N. Dak.	600	Denver, Colo.	350
Kansas City, Mo.	800	Portland, Ore.	450
Milwaukee, Wis.	600	Birmingham, Ala	550
Lansing, Mich.	1000	Columbia, S.C.	225
Salt Lake City, Utah	67	Boston, Mass	1020
Nampa, Ida.	180	Chicago, Ill.	2500
Helena, Mont.	290	Baltimore, Md.	900
Dallas, Texas	800	Oklahoma City, Okla.	800
Albuquerque, N. Mex.	142	Seattle, Wash.	500
Phoenix, Ariz.	100	Jacksonville, Fla.	300
Los Angeles, Cal.	600	Bangor, Me.	250
Grenada, Miss.	300	Little Rock, Ark.	600
Charlotte, N.C.	600	Atlanta, Ga.	500
Rochester, N.Y.	1700	Dover, Del.	125
Indianapolis, Ind.	2000	Spokane, Wash.	425
Douglas, Wyo.	104	New York City	1200
Richmond, Va.	750		32172
	17952		

REPORTS FROM PASTORS' CONFERENCE

To March 13, 1920

COLUMBUS, OHIO

1700 Attendance

Wonderful conference here, greatest meeting of pastors ever held to date in any state.

Poling

Enthusiastic meeting with fine spirit present. Registration

held down by Flu.

Anderson

Closed strong at Columbus about 90 percent stayed for last word. Governor Cox gave strong address.

Palmquist

HARRISBURG, PA.

1750 Attendance

Great enthusian fine spirit. Flu doing great damage to attendance.

Swartz

A great conference. Governor Sproul gave great ten minute address.

One hundred ten Lutheran ministers this morning unanimously endorsed Interchurch and memorialized synods United Lutheran to urge the General Convention of the United Lutheran Church to affiliate the United Lutheran Church in America with the Interchurch World Movement.

United Evangelical Conference unanimously endorsed underwriting.

Poling

HARTFORD, CONN

359 Attendance.

Conference has been growing in strength hourly. Three-fifths of pastors co-operating are here. Most positive critics converted.

Palmquist

TRENTON, N.J.

610 Attendance

Delegates enthusiastic over great program. County organizations proceeding with cordial support of increasing number of pastors.

Wilcox

Lutheran pastors joined in resolutions adopted at Harrisburg.

WICHITA, KANS.

750 Attendance.

Conference here has been really tremendous in its spiritual power. In many cases it has been the most remarkable three days in my experience. These seven hundred pastors will see the campaign through

White

Spirit of conference rose to high tide in afternoon session.Wonderful in spirit and attendance considering the prevalence of flu in State. Promises splendid achievement to follow.

Clemmer

LINCOLN NEBR.

850 Attendance.

The meeting swept everything before it. Conference closed today with wonderful spirit.

Best

Meetings yesterday and today simply great.

Pritchard

DES MOINE IOWA

1300 Attendance.

Conference perfectly tremendous in impact and influence. Meetings greatest in my experience.

White

MITCHELL S. DAK.

600 Attendance.

Wonderful enthusiam and earnestness; organization and county representatives all thoroughly completed.

Hubbell

KANSAS CITY MO.

800 Attendance.

Conference ended in high tide. House full to end. Two Baptist,two Lutheran, and fifteen other denominations brought in ringing resolutions unanimously adopted. A hostile attack on the extravagance of the movement raised a small riot and cries of "Put him out-go home"

Pratt

Church crowded to capacity, enthusiastic.

Downs

MILWAUKEE, WIS.

600 Attendance

Conference here made much better start than previous one. Fine spirit and response. First day set a high standard.

Burnham

Magnificent interest up to the last.

Dobson

LANSING, MICH.

1,000 Attendance

Fine opening session with splendid interest.

Doughty

Three new denominations appointed as members of State Advisory Committee. Fine attendance all departmental meetings.

SALT LAKE CITY, UTAH

67 Attendance (80% of Pastors in State)

Ninety percent of registered delegates continuously present. All keen to cooperate.

Laflamme

Conference closed at ten o'clock tonight. Glorious success in every respect.

Alderman

NAMPA, IDAHO

180 in Attendance. (90% of Pastors in State)

Spirit and harmony of the conference wonderfully fine.

Harris

Excellent report findings committee generally discussed and heartily approved.

Laflamme

Nampa feel honoured in having been selected as conference city and to have important work started in own city. Judging from the interest displayed at the conference the Interchurch World Movement is a step in the right direction and its interest will be felt in Idaho economically and socially because it is founded on practical lines.

Nampa Chamber of Commerce.

HELENA, MONT.

290 Attendance (88% of Pastors in State)

Great satisfaction among Montana Pastors over conference.

Cushman

Helena Conference splendid in spirit.

Edworthy

DALLAS, TEXAS

800 Attendance.

Enthusiam running high. Everybody agrees Texas pastors solidly for whole interchurch program.

Isaac

Cordial responsive attitude. Reaction better than anticipated. Conference closed with fine spirit.

Bachelor, Patterson

ALBUQUERQUE, N.M.

142 Attendance (85% of Pastors)

This conference a splendid success.

Bill Diffendorfer

Conference includes four races, Navajos, Spanish, Negro, American. Interchurch movement strongly endorsed by committee on findings.

Mills

PHOENIX, ARIZONA

100 Attendance (80% of cooperating pastors.)

The spirit of the entire conference was wonderful.

Raley

LOS ANGELES, CAL.

600 Attendance.

Conference going strong. Leading pastors speaking strong words of appreciation.

McCaughey

Conference pronounced best of series.Pastors representing twenty denominations unanimously adopted movement. Hope strong era good feeling.

McCash

ROCHESTER, N. Y.

1700 Attendance.

Team unanimous that program for first day has been a stronger than anywhere else.

Walker

INDIANAPOLIS, IND.

2000 Attendance

Conference made great start. Surveys dripping.

Burnham

Great success, excellent spirit.

Tullis

DOUGLAS, WYOMING

104 Attendance (90% of pastors in state).

Conference sessions extremely high order. Edworthy

Delegates responding to program.

Laflamme

RICHMOND, VA.

750 Attendance.

Conservative ministers of state say it is the greatest gathering of ministers ever held in Virginia. Representative men of all denominations say that spirit of meeting was fine and conference means beginning of new era for united protestantism in Virginia.

Miles

The leading men of each denomination are here. Fine spirit in meeting.

Pratt

NASHVILLE, TENN.

500 Attendance.

Spirit of conference is excellant, messages will leave lasting impressions.

Moon

Yesterday and today the greatest days I have ever seen. Men absolutely back of the movement. Great address by Governor.

Alexander

SAN FRANCISCO

800 Attendance

Splendid Spirit

Shaw

Fine start growing power deep impression

ST PAUL MINN

900 Attendance

Splendid with complete organization work

Rubbell

PROVIDENCE R.I.

250 Attendance

Spirit good.

Conant

GRAND FORKS NO. D.

275 Attendance

Great program, Magnificent spirit.

Great opening best spirit any meeting yet

PARKERSBURG VA.

600 Attendance

Denominational meetings full of enthusiam

Empressive closing service

DENVER COLO.

550 Attendance

Spirit good results tangible. Shuder

Rising tide from first session has swept all opposition away. Cushman

PORTLAND ORE.

450 Attendance.

Entire conference marked by deep devotion and inspiration Bronson

BIRMINGHAM ALA.

550 Attendance

Fine spirit pervades entire situation here Grogan

Conference closed at peak of a rising wave of interest Alexander

COLUMBIA S.C.

225 Attendance

Pastors say conference is wonderful victory Pratt

Delegates well satisfied Gilbert

BOSTON MASS.

1020 Attendance

Spirit gripping and convincing Harvey

First day strongest possible; skepticism turned to enthusiam Palmquist

CHICAGO ILL.

2500 Attendance.

Great conference here Cronk

Fine spirit and all's well Dobson

BALTIMORE MD.

900 Attendance

Great enthusiasm — Elliott

OKLAHOMA CITY OKLA.

800 Attendance

Enthusiasm high with deep spiritual feeling — Patterson

Most remarkable conference I have ever been in — Laflamme

SEATTLE, WASH.

500 Attendance

Keen interest. Generally sympathetic attitude — Tippitt

GRENADA, MISS

300 Attendance

Spirit excellent — Alexander

Enthusiastic Conference. Church filled — Grogan

CHARLOTTE, N.C.

600 Attendance

Spirit of meeting fine — Orr

Meeting going in great shape. — Pratt

BANGOR MAINE

250 Attendance

Nothing slow about Maine; splendid initial attendance in spite of storm.

Kelly

Enthusiam at the highest pitch

Brooks

DOVER, DELAWARE

125 Attendance.

Some denominations; all counties represented; fine interest.

Elliott

LITTLE ROCK ARK

600 Attendance

Significant fellowship between white and black pastors

Cushman

Successful beyond my expentations; every county represented.

Kirkpatrick

SPOKANE, WASH.

425 Attendance

More pastors here than acceptances received; fine spirit.

ATLANTA GA.

500 Attendance

Unqualified endorsement by every denomination; another great victory.

Pratt

Fine spirit approval among neutrals rapidly growing.

Brannen

DR. PRICHARD AT THE PASTORS' CONFERENCE AT CHICAGO, ILL.
March 10th, 1920
(Disciples of Christ)

"I wish simply to voice my own feeling after having gone through these various states with this team - Kansas, Nebraska, Iowa, North and South Dakota, Minnesota, and now Illinois. We have had an attendance - I do not know the percentage here, but ruling out Illinois, our percentage of attendance of the Protestant ministry of those bodies which are cooperating in the Interchurch has been from seventy-five to ninety percent. of the total ministry of the states which we have visited, and, Gentlemen, such meetings it has never been my privilege to attend. I had not even hoped that in my own lifetime I should be privileged to have a part in great meetings where practically all of the ministry of all the Protestant Churches of this nation should sit down together, think together, plan together and go out to work together, and it is my prophesy that the men who have been at these meetings will never be the same men they were before these meetings were held and I think that this is only the beginning of a fuller and larger and freer cooperation in the days to come."

DR. TEBBETTS AT THE CHICAGO PASTORS' CONFERENCE MARCH 10TH, 1920.

Friends Church in Illinois

"It has been my privilege to have attended six of these state pastors' conferences and one of the greatest impressions that came to me is this: I have seen the brethern coming from all parts of the states with a good many questions and a questioning attitude, but in every case, I have seen that questioning attitude disappear and before the close of the conference, all coming together with the utmost enthusiasm for the cause presented; and if that enthusiasm can be carried down to the entire nation, I am fully confident that we will see, as a direct result of it, the largest accomplishment for Christ in our own nation and the world that has ever yet been seen." (Applause).

FINDINGS OF PASTORS' CONFERENCES

Each of the Pastors' Conferences adopted Findings. We have included the Findings of one conference for each of the ten geographical districts. *

* See Chapter V - Page 3

Report of the Committee on Findings

BOSTON CONFERENCE, BOSTON, MARCH 8-9-10. 1920

At the call of the Interchurch World Movement of North America, we, the Pastors of 900 churches of Massachusetts, representing 12 denominations are now completing three days of conference in the historic Park Street Church in Boston.

First, we wish to record our appreciation of the painstaking and exhaustive labor expended in preparing the Interchurch program and the devotion of those who have directed it.

After listening to the addresses and to the presentation of the preliminary World Survey of the complete present needs in the home and foreign fields, and after considering the practical proposals for meeting these needs, it is the conviction of this Conference that the Interchurch World Movement is of God and that it has been born to match a crucial hour in His Kingdom. The Movement's recognition of the spirit of unity prevailing among the denominations and its purpose to inspire them to undertake together the common tasks of the Kingdom, make a notable contribution to religious progress.

We heartily endorse the emphasis upon prayer and stewardship as the dynamic of the Movement.

It is self-evident that nothing is more important than the bringing to the people in our chirches of the facts presented in the surveys and of the vision which they disclose. We believe that when these facts are known in the full detail of their application and especially, after the surveys of the cities have been completed, the foundation will have been laid for the strongest possible appeal to the compassion and the generosity of the churches.

We urge the most loyal cooperation in the whole plan of campaign including the county and local conferences, intensive publicity in the individual churches and the simultaneous financial canvass.

It is, finally, our conviction that the success of the Interchurch World Movement and the attainment of its aims is, in the last analysis, entirely dependent upon the spirit of personal consecration both in those who promote the present program and in those who through it may be led to dedicate their lives to Christian service.

Respectfully submitted,

Charles N. Arbuckle	Baptist
J. I. Bartholomew	Methodist
Walter F. Dexter	Friends
E. D. Gilbert	Christian

Shepherd Knapp Congregationalist

Benjamin W. Swain A.M.E. Zion

The above was unanimously adopted by the clergy in attendance.

NORTH ATLANTIC

REPORT OF THE FINDINGS COMMITTEE OF

PENNSYLVANIA PASTORS' CONFERENCE, HARRISBURG, FEBRUARY 20TH, 1920.

When Jesus Christ parted with His disciples here on earth, his message to them was "Go ye therefore and make disciples of all the nations, baptizing them in the name of the Father, and of the Son and of the Holy Spirit, teaching them to observe all things whatsoever I commanded you and lo, I am with you always, even unto the end of the world."

The message to His ministers of this generation and to everyone of His followers is the same. The crying need of a stricken world at this hour is for the gospel of Jesus Christ, and we will not have fulfilled His Command till every being in the world has the same religious opportunity that we have.

The great World War has shown us the needs of humanity, as we have never seen them before. It has also revealed to us as Americans the great capacity we have for doing this work. Our Heavenly Father has poured into our coffers the gold of the world. He has fitted us mentally and spiritually as he has fitted no other nation of people to perform this particular task. We have been saying that some great thing was to come to us from this terrible world tragedy, and it has come. It is the Interchurch World Movement.

We believe that it is the greatest spiritual awakening since the day of Pentecost. The survey of the world which it has made has placed before our eyes where we must see the great need of the human race the salvation of which is found alone in the name of Jesus, our Lord and Master. We believe that the leaders of this great movement were inspired by Almighty God. It is a mighty outpouring of the same Holy Spirit which enabled the men back there at Jerusalem to speak to every man in his own tongue, and will enable us, if we embrace the opportunity, to speak in the same accent and with the same power.

The disciples tarried at Jerusalem until they were endued with power. We need to tarry at our altars until we individually and collectively are endued with the same power, and as ministers we must keep our people praying until God sends us each and every one to our task, and that task is to bring the whole world to him.

Therefore, we pastors of the state of Pennsylvania, assembled in convention at Harrisburg, February 18th to 20th, do endorse this Interchurch World Movement in its entirety. We believe that it expresses for this great day of the world the program of Jesus Christ.

-½----------

Born of a deep passion for world redemption through Christ in the hearts and minds of our church missionary leaders, it is thoroughly charged in all its departments with the same missionary spirit. Never in our experience has a work of the churches evidenced by such unmistakable signs the presence of His spirit. By the men whom He has inspired to lead, by the eager and enthusiastic response of the various communions to the call for cooperation and support, by the compelling program of world regeneration which it sets forth, and by the witness of our souls, we bear united testimony to our sense that this is the finger of God.

As we survey the vast unoccupied world field, we discover over against it the vast but latent power of a comparatively undeveloped church. We are of the conviction that God has stored in His Church in America alone sufficient resources to bring in the kingdom of Christ everywhere. In this development Christian education is a fundamental necessity. No adequate program of world regeneration can possibly be carried out without a vast increase in the number of Christian leaders, and like the twelve of old, these must be trained in church, in school, in college, in university, at the feet of Jesus Christ. We believe further in the preaching, with all the boldness of Christ, of the gospel of stewardship. As pastors we must not cease to declare the sacred trust reposed in every man both for his life and his money.

We heartily approve of the great evangelistic objective of the movement which calls for an intensive campaign in every church to win men to Christ, culminating in a great ingathering on Easter Day. We, as ministers, will be personal evangelists, and seek in all our preaching and work to inspire the people in our communities to be soul winners. We believe that this is the most important thing in the program of the Interchurch World Movement. It is the sure way to find the thousands of workers to occupy the fields of the world now unoccupied and to bring into our treasury the billions of dollars that are needed to finance this great work.

We further approve the great united financial campaign set for the last of April, by which the various budgets will be laid before the churches, and through county and community organization, all friendly disposed people reached by the claim of the church. We believe that a most distinct contribution of the Interchurch World Movement to our churches will be the development, in this campaign, of community knowledge, community sense, and community responsibility, To the end that nothing might interfere with the great evangelistic campaign, we recommend that the county conferences in this state be held during the weeks following Easter.

The crowning justification of the Interchurch World Movement is the opportunity that is given each denominati on

to function for Christ on the broadest scale without the sacrifice of any of its authority. It expresses in a peculiar way the heart of the churches. In this movement, not the least denominational loyalty is sacrificed, nor the truest Christian unity hindered. Both are promoted in a marvelous manner.

Upon the pastors of Pennsylvania rests the main responsibility for the success of the movement in this state a responsibility that is staggering. Unless they lead the movement it cannot function. Who is equal to these things? We must be, under God. By no other human channel can the great surveys and messages of this movement reach and rouse the people of the churches.

Convinced, therefore, that the Interchurch World movement is of God, trusting Him to guide it, we Pastors of Pennsylvania do pledge to it our most devoted support. We can do no other. So help us God.

S. A. Mc Neill,
Edwin Simpson,
W. N. Yates,
E. Luther Cunningham,
J. N. Scholes,
J. F. White,
C. M. Lippincott,
J. Harvey Lee,
W. F. De Long,
C. B. Huber,
J. A. Alexander,

COMMITTEE ON FINDINGS.

J. Harvey Lee, Chairman.
J. N. Scholes,
C. M. Lippincott,
SUB-COMMITTEE.

(Harrisburg Telegraph, February 20, 1920. page 15)

THE LUTHERAN PASTORS' RESOLUTION

Unanimously adopted by the Lutheran pastors at their Denominational Ralley, February 20, 1920, and read before the Pennsylvania Pastors' Conference, Interchurch World Movement, Harrisburg, February 18-20, 1920.

In view of the enlarged opportunities for service and our responsibility as a great Church, it is the sense of the Lutheran pastors of Pennsylvania, assembled in denominational conference in Harrisburg, Pennsylvania, February 20, 1920, in connection with the conference of Protestant ministers gathered at the Interchurch World Movement Convention, that the district synods of the Lutheran Church of Pennsylvania be memorialized to urge the General Convention of the United Lutheran Church in America to affiliate the United Lutheran Church in America with the Interchurch World Movement.

SOUTH ATLANTIC

GEORGIA'S ENDORSEMENT

The Committee on Findings, representing every Protestant denomination in the state, except one, made the following report which was unanimously adopted by the Pastors' Conference.

After studying the survey and hearing the addresses of the speakers of the Interchurch Conference, we believe that the Movement was born of God for these times and that it challenges a united church.

We believe in the spirit of cooperation for which the Interchurch World Movement stands, a cooperation that guarantees to every denomination its full individuality of both faiths and order.

The Movement does not assume any authority whatsoever over any church, but is zealous only to be the servant of all, gathering information that will suggest methods of cooperation and service, with the stimulus that may come from such information. The yet further extent of such assistance is suggested by the information that complete surveys of every county in our own state will soon be furnished and made available to christian workers of every name.

We are convinced of the evangelical character of the Movement and are in hearty sympathy with the four great objectives emphasized, believing them the basis of the only appeal that will hasten the day when the Kingdom of the earth shall become the Kingdoms of the Lord and of his Church.

These objectives are: One, spiritual resources, including evangelism, family religion and individual prayer life.

Two: stewardship of life and property.

Three: life enlistment, of all our youth for Christ and Christian service.

Four: Missionary Education, designed to present the whole task at home and abroad which faces the Christian church today in a way never realized before.

That these objectives be speedily attained throughout the world we believe to be the prayer of every member of this Conference, and that we will go from this place with new faith and courage to that end.

D. W. Mathews,
S. R. Belk
E. R. Leyburn
Charles N. Queen
J. A. Martin,
L. O. Bricker,
F. W. B. Dorsett,
S. W. Reid,
C. B. Wilmer

METHODIST ENDORSEMENT

The pastors of the Methodist Episcopal Church, South, went unanimously on record in the following statement:

We, the pastors of the Methodist Episcopal Church, South, in attendance upon the pastors conference for Georgia of the Interchurch World Movement, resolve as follows:

"First, that we realize that Methodism in its history and ideals is committed to all practicable co-operation with those who are planning and working to extend the Kingdom of God among men. We call to mind that John Wesley, himself, said: "I desire a league offensive and defensive with every sincere lover of Jesus Christ."

"Second, that we believe that the Interchurch World Movement is a sincere and promising effort to effectuate an alliance between the Evangelical Protestant churches of the United States in a more systematic and aggressive missionary advance so manifestly demanded by the conditions in the world at the present time. We believe that we are loyal unto the teachers of our history and alert to existing emergencies as we hereby record our endorsement of the Interchurch World Movement in its effort to bring the churches shoulder to shoulder in a more powerful advance against their common foes of ignorance, indifference, and iniquity, both at home and abroad.

Third: That we consider the fourfold program of the Interchurch World Movement as to prayer, stewardship, life enlistment and missionary education, as wise in conception and as necessary in its efficient execution, if we are to conserve and increase the value of our Centenary Movement.

"Fourth, That we are sure that the Pastors' Conference for Georgia has been a source of information and inspiration to those who have attended it and that as we return to our charges we commit ourselves to such co-operation in the activities of the Movement as we may be able to render."

THE PRESBYTERIAN PASTORS REPORTED THE FOLLOWING:

We, the pastors of the synod of Georgia who have had the privilege of attending the State Pastors Conference of the Interchurch World Movement, held in Atlanta, March 10-12, and hearing the programme presented, would express our approval of the co-operative effort which promises to be of such great service to the Church of Jesus Christ throughout the world and we would record our gratification at the growing spirit of co-operation among all the churches in meeting our common kingdom task.

I. S. McElroy,
Homer McMillan,
J. A. Trostle,
M. E. Peabody.

The colored churches, as well as the white, are behind the Movement as evidenced by the following action of the A.M.E. Zion pastors:

We, the pastors of the A.M.E. Zion Church, of the State and of the Eighth Episcopal district, beg to state that we are in very hearty accord with this great World Movement and do now pledge to play our part to coordinate with the same.

We have gotten inspiration from strong speeches and pleas made and the most wonderful surveys that have been demonstrated.

Done by a unanimous consent in our denominational meeting this morning.

A. M. Goodwin,
J. S. Campbell,
K. T. Thompson,
J. O. Welsh,
J. J. Nicholson.

SOUTH CENTRAL

Adopted as a whole March 19, 1920

LOUISVILLE, KENTUCKY

REPORT OF FINDINGS COMMITTEE.

The Findings Committee of the Pastor's Conference of the State of Kentucky, assembled at Louisville, March 17th, 18th and 19th, at the invitation of the Interchurch World Movement of North America, presents the following report:

1. After hearing the survey reports and plans presented, we most heartily endorse the Interchurch World Movement and its activities. The Conference has made it clear that the aim of the Movement is to reveal Christ to the whole world and to make his Spirit and principles dominant in the life of the individual and in all social, national and international relations. We commend especially the methods of the Movement in that they do not interfere with the independence or autonomy of any communion or local congregation, and at the same time bring about a cooperation hitherto tremendously needed in the Christian world, but never effected.
2. We find that the needs of the State of Kentucky, of the American nation, and of the world, are such as to demand imperatively the whole-hearted cooperation of every communion, of every congregation and of every Christian, if we are to try in earnest to fulfill the great and final command of our Lord Jesus Christ to carry his gospel to every human being. We commend the wide distribution and careful reading of the survey reports, that every follower of Christ may have the fullest knowledge possible of these needs.
3. We believe that the resources of Christ's followers, in both life and means, are sufficient, if utilized, to enable the Christian world to carry out a program which will be worthy of the millions who have found salvation in Christ, commensurate with needs of the world, and a fitting spiritual response to Christ's yearnings on behalf of mankind. We therefore urge that it is our Christian duty to work together in the Interchurch World Movement in seeking to complete the Christianization of the world.
4. Inasmuch as the Christianization of our land is closely connected with education, we heartily commend the conclusions and recommendations of the educational survey, and the principles of the Smith Towner bill. But inasmuch as effective education must be Christian education, we especially commend the program for Religious Education. And since the progress of Christianity, from the human standpoint depends on trained Christian leaders, we call the attention of every Christian in the State to the supreme importance of supporting immediately and adequately, our Church colleges, which provide our Christian leaders.
5. We urge that at the earliest possible moment a colored coordination director be secured in order that the survey among the colored people of the State may begin at once.
6. We urge that the Interchurch World Movement initiate at once a series of county and local conferences, in order that, as far as possible, every

Christian in the State may become fully acquainted with the needs and opportunities revealed in the survey. We believe that such a series of conferences is essential to the final success of the program of the Movement.

7. We recommend that the Interchurch World Movement cooperate and participate in a simultaneous financial ingathering, and in a campaign for developing the spiritual resources of the Church.

8. We believe that it is our duty, as members of this conference, to present to our respective congregations the needs of the world and the aims of the Movement as they have been presented to us, to the end that every Christian congregation in the State may be fired with the desire to join with zeal and without reserve, in this great program for fulfilling the will of Jesus Christ. As those who have had more adequate information, and as shepherds who must give an answer to the Great Shepherd of the sheep regarding our care of His flock, we can do no other than strive to the utmost to induce all with whom we have influence to accept the cooperation of this Movement in helping us to perform our Christian duty.

FINDINGS COMMITTEE, KENTUCKY CONFERENCE INTERCHURCH WORLD MOVEMENT

Louisville, Ky. March 17-19, 1920

DISCIPLES OF CHRIST
Rev. I J Spencer
Rev E T Edmunds
Rev G W Brown
Rev J B Ernst

METHODIST EPISCOPAL

Rev O L Curl
Rev T B Roberts
Rev E T Franklin

METHODIST EPISCOPAL, SOUTH
Rev G W Banks
Rev J B Adams
Rev W V Cropper
Rev Virgil Elgin

METHODIST PROTESTANT
Rev T R Woodford
Rev S E Kendall

PRESBYTERIAN US-
Rev H L Cockerham
Rev R T Gillespie
Rev A Ericson

CUMBERLAND PRESBYTERIAN
Rev T L McDowell

REFORMED CHURCH IN AMERICA
Rev W A Worthington

REFORMED CHURCH IN US

Rev C F Kriete

EVANGELICAL ASSOCIATION
Rev Geo C Pullman

UNITED PRESBYTERIAN
Rev W J Griffin

GENERAL BAPTIST
Rev Chas Polly

EVANGELICAL CHURCH
Rev T C Gebauer

C M E
Rev S H Mitchell

NATIONAL BAPTIST
Rev R B Butler

PRESBYTERIAN USA--
Rev J F Price
" C W Wolcott
" W A Eisenhart

CONGREGATIONAL
Rev J M Trosper
" F H Chapman
" Jas Bond

A M E ZION
Rev H C Weeden

AFRICAN M E
Rev G F David

EAST CENTRAL

REPORT presented by THE FINDINGS COMMITTEE and Adopted by the PASTOR'S CONFERENCE OF ILLINOIS--CHICAGO, ILL. March 10,1920.

The pastors of the Protestant Churches of Illinois in session March 8, 9, and 10, in Orchestra Hall, Chicago, under the auspices of the Interchurch World Movement, through its Findings Committee desire to record their gratitude to the Great Head of the Church, Our Lord and Savior, for the tangible token of Christian Fellowship and brotherly co-operation as typified in this, the most significant interchurch gathering ever held within the state. Its spirit of unity and practical oneness in purpose and program not only betoken a happy situation in our great denominational units, but also a wide-spread, deep, spiritual yearning that guarantees to the kingdom of God in Illinois the pentecostal blessings for which devout disciples have long been praying.

The Committee desires to record its conviction that the Interchurch World Movement, meeting well-nigh insuperable difficulties and facing the naturally expected doubts of faithful leaders of the church, has made proof of the fact that in its vast and comprehensive plans and programs there is abundant evidence of the guidance and approval of the Holy Spirit, and the witnessing of God's willingness to work through the Movement to the reviving of the whole church, the solution of vast social and economic problems and the bringing nearer of that day when all men shall know Him, from the least to the greatest.

It is, therefore, our conviction that our pastors should seize upon this vast Movement in co-operating Christianity, and relate themselves and their parish interests to it; capitalizing its moral assets, using its data, adopting heartily, where possible, its plans, aiding in every way its leaders and committeemen and giving as wide currency as they may be able to the great spiritual and prophetic principles that underlie the great movement now rising to lead the Church of Christ effectively into the complex problems and sublime opportunities of the new days to which God's providence has brought us.

The Committee on Findings recommends the adoption of the following resolutions:-

I. The Bible in the Public Schools

1. Recognizing the fundamental principle of law, "that no state should punish a man for a crime when said state had done nothing to teach him moral responsibility.", and

Whereas, only few states in the Union which forbid the reading of the Bible in the Public Schools, we believe it to be a grave mistake longer to withhold from the children in our public schools, the Book which has exercised incomparable influence for good upon religion, morals, literature, art, law and government, and reveals to all mankind the highest ideals of life and character:

RESOLVED; that we twenty-three hundred ministers of Illinois, in convention assembled, hereby respectfully request the Constitutional Convention to incorporate in the new constitution of this state a

provision requiring the daily reading of the Bible, without comment, in all public schools of Illinois.

2. The following resolution was adopted by your Committee as its report on educational institutions:

II. Educational Institutions

,Resolution 11. At a conference of representatives of educational institutions in Illinois called by the Interchurch World Movement, and held at the City Club of Chicago on March 8, 1920, the following preamble and resolutions were adopted:

Whereas, We representatives of denominational, independent and tax supported educational institutions of Illinois are assembled in conference at the call of the Interchurch World Movement, and,

Whereas, the moral and spiritual crisis of our day calls aloud for effective Christian leadership, and

Whereas, the unprecendented number of students thronging our educational institutions furnishes a source of supply as yet largely undeveloped, and

Whereas, the Interchurch World Movement has summoned us to reckon the difficulties and possibilities to be considered in a large visioned and statesman-like program of co-operation,

THEREFORE BE IT RESOLVED, That we urge upon all our educational institutions the early completion of the survey, indicated in the educational questionaire both for our own and the common good, and,

BE IT RESOLVED, That the training of leaders both clerical and lay in the department of religious education in this pre-eminent educational era upon which we have entered is the supremely critical part of the program of the church.

BE IT RESOLVED, That it is our conviction that every pastor and religious leader, as well as every Christian educator, should prayerfully seek to fling the challenge of leadership before the hearts of our young men and women to the end that our citizenship shall not lack large hearted and effective guidance in the realm of Religious Education.

BE IT FURTHER RESOLVED, That a copy of these resolutions be sent to the Interchurch World Movement Headquarters in New York City and to all schools and colleges in the State of Illinois included in this Movement.

Respectfully submitted

(signed) Robert M. Beattie, Chairman
(signed) Rev James C Baker, Student Pastor
University of Illinois
(signed) J M Tilden, Lombard College

III.Pastor's Cooperation.

Resolved that each pastor return to his own field and become an active agent in the interests of the purpose and the program of the Interchurch World Movement in his own county, and that each pastor call upon at least one other pastor who did not attend the Chicago conference and get him enthusiastically committeed to the Interchurch World Movement program.

IV. Appreciation.

1.Resolved, that this conference express its hearty appreciation of the most efficient manner in which Dr. R. Calvin Dobson, the State Secretary, and his assistants have managed the conference.

2.Resolved, that this conference express its sincere gratitude for the clear and convincing presentations made by the members of the team who have addressed the sessions.

3.Resolved, that the delegates to this conference thank the many Christian people of Chicago and vicinity who have so generously opened their homes and manifested the true spirit of Christian hospitality.

4. It was resolved that we offer the suggestion to the Interchurch World Movement, if practicable, to arrange for state conferences of representative laymen similar in nature and scope to the pastors' conference.

5. The Committee on Findings finally desires to express appreciation of the whole-hearted and general response of the pastors in leaving their numerous tasks in their own busy parishes and coming to Chicago and spending three days in attendance upon the sessions of the conference called by the Interchurch World Movement.

The presence of more than 2500 pastors representing many denominations, seriously facing the great problems which now confront the Christian churches, is the mightiest earnest of the tremendous advance of Christianity in the days just ahead of us.

COMMITTEE ON FINDINGS

Rev. John G. Schwab, Chairman,	Evangelical Association
W. C. Covert	Presbyterian
P. H. Swift	Methodist Episcopal
M. W. Twing	Baptist
S. H. Zendt	Disciples,
S. P. Long,	Lutheran,

John Heckman,	Church of the Brethren
Roy C Helfenstein	Christian
James S. Stone	Episcopal
George T McCullon	Congregational
M E Beck	Reformed church in U.S.
S A McCollam	United Presbyterian

FINDINGS COMMITTEE

Rev. Martvin W. Twing	Alton, Ills.	Baptist
" S A McCollam	First Chgo, Chicago	United Presbyterian
" S H Zandt	Galesburg, Ills.	Disciples
" Wm C Covert	4108 Grand Blvd. Chgo.	Presbyterian
" Walter I Fowle	Galesburg, Ills.	Baptist
" David Creighton	1313 N. Ind. Ave. Kankakee	Presbyterian
" John Heckman	Polo, Ills.	Church of Brethren
" P H Swift	4326 Grand Blvd. Chgo.	Methodist Episcopal

NORTH CENTRAL

REPORT OF THE COMMITTEE ON FINDINGS
MINNESOTA PASTORS' CONFERENCE
March 1-3, 1920.

As a committee on findings appointed by this Conference of ministers of the State of Minnesota, held in St. Paul under the auspices of the Interchurch World Movement, March 1-3, 1920, we beg to make the following report:

1. That it is our conviction that the Interchurch World Movement came into being just at the providential time for the meeting of the great missionary and industrial world-problems that now demand solution.

2. That we are of the opinion that this State Conference has proved in all essential features an unqualified success. It has revealed to us the necessity of a common intensification of effort as well as that of a wise economy in the conduct of the machinery of the church. It has brought us face to face with the actual conditions and needs of the world as never before.

3. That the addresses made and the facts presented have been of a high order and that we believe they have carried with them the convictions in the audience that will materialize into the requisite action for the work set before the Churches.

4. That we are convinced that the program of the Interchurch World Movement, if undertaken by the various cooperating denominations with firm faith in the God who worketh in us and through usm will help to answer our prayer, "Thy Kingdom come", as perhaps no other program has done since the days of the Reformation.

5. That, inasmuch as the aim of this Movement is not denominational amalgamation or organic union looking toward the elimination of distinctive differences and historic religious convictions, we would commend its program not only to the churches of the fully cooperating denominations, but also to the churches of those denominations not fully cooperating, to help to carry out that program both with reference to the spiritual and the material side in so far at least as it may not interfere with their own denominational programs.

6. That, as it is our conviction that the full success of this Movement in our state will depend largely upon the full and prompt cooperation of the pastors with its various executive heads we would urge the pastors to give prompt attention to all official communications and duties.

7. That we would recommend a unanimous vote of thanks to all who helped so successfully to conduct this Conference, and an expression of

---

our sincere gratitude to the Triune God.

Respectfully submitted,

AMBROSE M. BAILEY, Chairman
D. FRANKLIN GRIEBER
M. M. MOSS
A. D. STAUFFACHER
R. A. LONG
HAYDEN R. UPTON
WALTER S. HOWARD
JOHN WESLEY HOLLAND

WEST CENTRAL

Report of the

COMMITTEE on FINDINGS--MISSOURI PASTORS' CONFERENCE--Held in the First Christian Church, Kansas City, Missouri--February 16-18, 1920. Rev. James W. Fifield, D.D., Chairman.

The Pastors of the Evangelical Churches of Missouri in Conference Assembled in Kansas City February 16-18th (inclusive), to consider the plans and methods of the Interchurch World Movement do place on record the following judgments:

I.

We realize that the time is at hand for a new and larger movement of the Protestant, Evangelical churches of North America for the realization of the Kingdom of God at home and abroad. The growing recognition of the solidarity of the race; the general unrest among all people, the present mobile state of nations; the recent experiences of the great world war; all make such a movement timely and bring serious responsibility to the churches for its support. We rejoice that the Interchurch World Movement is a clear, large and earnest answer to these needs.

II.

We believe that this Movement is right in thinking of and planning for this as one great work. There is a unity in the world's life and needs. "The field is the world". A part of this world is at home, a part of it is abroad and among all peoples. No part of the world is now safe except the whole world be cared for. The large and comprehensive nature of the plans of this Movement make strong appeal to us. The work is to be extensive and intensive. The moral and spiritual needs of the world are now tobe faced. The proposed surveys are statemanlike and will result in very large good. The massiveness and thoroughness of the plans meet with our full approval.

III.

The work abroad, when nations will be considered and where the work will be harmonized in a general plan so as to prevent overlapping in some sections while other parts are in no wise cared for, is eminently wise and just. If in the furthering of this plan any denomination should be asked to withdraw from any work on the foreign field, it being cared for by another denomination, such suggestion can be gladly accepted as the fields are so many and vast that each denomination will have more work than it can care for. A common plan of work will commend the Missionary cause at home and abroad. And we most earnestly commend the plan of this Movement, as presented to us, that no place or nation or race, however difficult, will be omitted. We rejoice in the great achievements of our Missionaries on the foreign field, those of the past and present, yet while rejoicing in all that has been wrought we feel that the work is only opened and that it now calls for a

---

greatly enlarged fund and many more workers. We are glad that Missionary work among the Mohammedans is being especially stressed and we look with grave anxiety upon the attempted union of Bolshevism and Islam, No time should be lost in missionary work in any fields, for all are worthy and needy, yet special attention should be given to the Mohammedan world for the security of the nations and Christian civilization.

IV.

We are glad to note that the Interchurch World Movement in no wise seeks to interfere with the independence and special plans and special convictions of any of the denominations entering into this Movement. There is no attempt at credal uniformity or organic church affairs. On those broad and common religious beliefs held by us all this Movement rests. It is a great plan of united action. There will be no embarrassment in any way but a forward movement within all of these denominations as such and a great cooperative service as we work together. We are glad for the suggestion of the Federation of the Churches in sparsely settled communities when those who have such work in hand feel that it would be advisable and that the form of such federation be used as in the judgement of those concerned may seem most wise and helpful.

V.

We have listened with interest and appreciation to the suggestions for the work at home, to the contemplated surveys, rural and urban, and we are stirred by the thought that in this movement the work can be so cared for that all the peoples of our nation can be looked up and the claims of Christ be presented to each one; that there may be such knowledge of conditions gained that all religious work may be more fully and wisely cared for. We appreciate the surveys in our state of Missouri, the rural county survey already so far under way, and we hope for it a full and early completion. We heard of the survey in the city of St. Louis and of its great helpfulness there and trust that similar surveys will be made in the other cities of our nation.

VI.

We most heartily commend the emphasis being placed on Christian education in this movement. Education is not enough. It must be Christian Education. It should have a much larger place in the homes. Indeed, the small attention given to religion in homes is one of the chief perils of our age. There should be more moral and religious training in the public schools. We find delight in and heartily endorse the strengthening of Christian influence in and surrounding our state institutions. We trust that the attempts now on in this state for the increasing of the funds of Christian academies and colleges may have friends and money not only in caring for the work as it is now but also for the great enlargement of that work. Christian people must emphasize anew ChristianEducation.

VII.

We are glad that in this Movement there is emphasis placed on the social aspect of the Gospel. Ours is a time when that emphasis is especially opportune. While the Gospel is first of all personal and has to do with individual character and experience and relations yet it must have a social and national expression and help in the adjustments

of all human relations so that there may be justice and good-will and harmony and opportunity everywhere. If there be an individual righteousness, there must also be a corporate righteousness. Personal responsibility cannot be lost in a corporation. Our age demands justice in every human relation. Good-will is needed everywhere. The church should seek to bring justice and good-will into all this world. Indeed, the Kingdom of God is not eating and drinking but righteousness and harmony and joy in the Holy Spirit.

VIII.

We note the emphasis placed on Evangelism. While there is frank recognition of the special Evangelist, called of God for a special work, yet in this Movement there is emphasis, placed on Pastoral Evangelism, The present suggestion for an immediate Evangelistic Movement in each of the churches to culminate in a great ingathering at Easter time is wise. This should be undertaken at once. Each church should make large plans and enter this soul winning work immediately and press forward in it with growing zeal. We yearn and pray for a great outpouring of the Holy Spirit on our churches in these days to the end that professing Christians may be greatly strengthened and stirred and also that great numbers may be brought to God thru Christ.

IX.

We approve and heartily endorse the plan of the Interchurch World Movement to gather data helpful in the campaign of education of the people, to prepare and place at the disposal of the pastors and churches, charts and lantern slides and to place in printed form such matters as may be useful in placing the present needs of the world before our people so that, being informed of the needs and made acquainted with the plans, all may heartily cooperate.

X.

We were cheered with a report from the Women's Conference in session in this city in these same days, and for their pledge and hearty support of this work. We are glad that they will not only give cheer and inspiration to this Movement but they will also enter into the full service of this work in earnest cooperation. We feel that it is wise for them not to have separate plans and organization but to be in the common plan and work so that this may be a great undertaking of the Christian men and women of this age.

XI.

We approve of the financial plans of the Interchurch World Movement, While these are large and of necessity intricate, yet when the leaders of our denominations, after fullest and most careful investigations, have sanctioned them and our denominations have entered into this Movement; when great and wise laymen have given them most careful study and then given to them fullest endorsement; when we have heard them presented here, we feel that as pastors we can also heartily endorse them to the limits prescribed by the official authority of our respective denominations. We are glad that in this most vital matter the fullest opportunities have been given for questions and discussions, that nothing in any wise has been kept hidden or in reserve; that all facts about finances as about all of this work, are for all the people. We commend this attitude on the part of our leaders and speakers.

We are glad that the great financial plans of our denominations will in no wise be limited or hindered by this Movement, but

rather be helped by the emphasis being placed on Christian Stewardship and we trust that all of the plans of our denominations now under way or which may be undertaken may be fully and early realized. We are glad that the plans of the Interchurch World Movement do not contemplate laying new and heavy financial burdens on the members of our churches who have already generously and, according to their ability, responded to the denominational appeals, but rather to seek gifts from those who have not made such response. We especially commend that portion of the Interchurch World Movement which seeks not only gifts within our church memberships but which purposes a canvass of the many men and women not now in our churches but who are interested in the moral and religious progress of the world and we trust that such a large fund of undesignated moneys may be secured that not only may all of the expenses of this movement be met from such a fund but that finally large sums of money may be given the denominations participating in this Movement for the furthering of their work. We are glad for the hopes and confidences of our leaders that a large amount of money can and will be secured in this way.

We realize the need for carefulness and wisdom in spending money in the general expenses of this Movement. And while there should ever be care and wisdom we feel that such amounts should be used as to care for this whole plan in an effective way so that the great goals before this Movement may be fully achieved.

XII.

We wish to place on record our appreciation of those who have represented this work to us, the speakers and representatives. We have been glad for the kind and earnest spirit shown and zeal manifested for this great cause. We bid them God's speed as they go forward in their work. We trust that the high ideals of thie Movement, the great and pleading needs of the world, the cheer and appreciation of their brethren may ever be strength to them.

XIII.

We realize the need of the county organizations if this work be made effective. The four departments in this plan are all essential, spiritual resources, missionary education, stewardship and life enlistment. All of the departmental heads occupy positions of large opportunity and responsibility. The meetings of the counties should be carefully and fully cared for. A great spiritual quickening may be furthered in this Movement and the largest good can be secured by the churches and people.

XIV.

We express to this, the First Christian Church of Kansas City, our appreciation for the use of their building for this Conference. We also acknowledge our appreciation of all Committees who have made this great gathering possible and who have cared for it so well. We appreciate the kindness of the homes of this city which have furnished us with entertainment. We express our gratitude to the press for the cooperation given to this Movement since the beginning of its life and especially during our Conference.

And now facing this greatest of all undertakings of the churches in the years; knowing that our sufficiency must be of God, anxious that Christ may see the travail of His soul and be satisfied;

---

that the Kingdom of God may come more largely than ever hitherto; that souls may be saved and righteousness be established on the earth; that every Christian activity be strengthened; we, the Pastors of the churches of this state, do enter into a covenant with God and with each other to seek in prayer and private and public service to heartily and continuously cooperate with the Interchurch World Movement of North America.

Committee:

REV. JAMES W. FIFIEND, D.D., Kansas City, Ch'rman (Congregational).
PRES. F. W. HAWLEY, D.D., Park College, Parkville (Presbyterian)
REV. MADISON A. HART, D.D. Columbia (Christian)
REV. CHAS. R. MISBET, D.D., Kansas City, (Presbyterian, South)
REV. ELI P. ANDERSON, D.D., Sedalia (M.E.)
REV. B. P. TAYLOR, D.D., Kansas City (M.E. South)
PRES. PAUL LINN, D.D., Central College
REV. W. S. ABERNETHY, D.D., Kansas City (Baptist)
REV. S. H. WOODROW, D.D., St. Louis (Congregational)
REV. W. H. FISHER, Billings (Methodist Protestant)
BISHOP C. J. KEPHART, D.D. (United Brethren)
REV E. E. STRINGFIELD, King City (Presbyterian)
REV. FRANK C. FAY, D.D., Kirksville (M.E.)
REV. C. R. McDOWELL, Hannibal (Missionary Baptist)
REV. J. L. COHRON, St. Louis (Baptist)
REV. N. L. SMITH, St. Louis (Colored M E)
PRES. J. A. THOMPSON, D.D., Tarkio (U.P.)
REV. JAS. M. MOHLER, Leeton, Mo. (Church of the Brethren)
REV. F. C. KLICK, St. Joseph, Mo. (Evangelical Synod)
REV. W. B. BROOKS, Hannibal (A.M.E. Church)
REV. WM. G. CLINTON, Sedalia (M.E.)
REV. J. M. WYLIE, Kansas City (Reformed Presbyterian)
REV. C. J. CHASE, Memphis, (M.E.)
REV. J. B. BLOOM, St. Joseph (Reformed Church)
REV. C. M. McDONALD, Oakland City (General Baptist)
REV. M. T. HAW, St. Louis (M.E. South)
REV. V. H. KASTNING, Noble (General Baptist)

SOUTHWESTERN

REPORT OF THE FINDINGS COMMITTEE OF LOUISIANA PASTORS' CONFERENCE
New Orleans, March 15, 16 and 17, 1920

The Committee on Findings, representing every Protestant denomination in the State, made the following report, which was unanimously adopted by the Pastors' Conference (excepting Southern Baptists):

After studying the survey and hearing the addresses of the speakers of the Interchurch Conference, which brought to us messages that were heart-stirring and convincing, we believe the movement was born of God for these times and that it challanges a spiritually united church. We believe the crying need of a stricken world at this time is for the gospel of Jesus Christ, and we will not have fulfilled His command till every being in the world has that same religious opportunity that we have.

We appreciate the massing of the facts brought to us in the various surveys and addresses of this conference, and hope that steps may be taken by the Interchurch World Movement to put these in reach of all pastors and teachers.

Through our State, we are confident that there is in this movement a tremendous possibility of advance. We believe that if the Protestant churches of America will patiently seek out the good that is in this great enterprise and earnestly try to find a real basis for permanent co-operation, that this will be found to be one of the greatest developments of the modern church life.

While the movement does not assume any authority whatever over any church, but is zealous only to be the servant of all, gathering information that will suggest methods of co-operation and service, with the stimulus that may come from such information.

We are convinced of the evangelical character of the movement, and are in hearty sympathy with the four great objectives emphasized , believing them the basis of the only appeal that will hasten the day when the kingdoms of the earth shall become the kingdoms of the Lord and of His church.

These objectives are:

One-Spiritual resources, including evangelism, family religion and individual prayer life.
Two-Stewardship of life and property.
Three-Life enlistment of all our youth for Christ and Christian service.
Four-Missionary Education, designed to present the whole task at home and abroad, which faces the Christian church today in a way never realized before.

At the denominational group meeting it was unanimously voted by nearly five hundred registered delegates, both white and colored, to co-operate and to pledge the hearty support to the program of the Interchurch World

Movement.

We express also our deep appreciation of the team of speakers who have, in example and spoken word, led us into high places, from which we have been able to see the vision of God.

Respectfully submitted:

White:

REV. U. D. MOONEY,
REV. J. G. SNELLING,
REV. W. H. ALLEN,
REV. A. H. BECKER,
REV. CLAUDE JONES,

Colored:

REV. T. F. ROBINSON,
REV. H. H. DUNN,
REV. M. H. BURRELL.

DENOMINATIONS REPRESENTED

White:

Baptist
Christian
Congregational
Evangelical
Methodist Episcopal, South
Methodist Episcopal
Methodist Protestant
Presbyterian
Presbyterian U. S. A.
United Brethren

Colored:

African Methodist Episcopal
African M. E. Zion
Baptist
Christian
Congregational
Colored Methodist Episcopal
Episcopal
Methodist
Methodist Episcopal
Methodist Protestant
Presbyterian

ROCKY MOUNTAIN

REPORT OF THE COMMITTEE ON FINDINGS
WYOMING PASTORS' CONFERENCE
MARCH 1-3, 1920.

Because of the vast distances, the sparsity of population, the isolation of many homes, the restlessness and change in society, and the migratory character of the ministry produce many difficult problems in the religious work of Wyoming.

We believe that the solution of these problems is dependent in part upon the following:

1. The recruiting of the ministry from the churches of the state.
2. The maintenance of an adequately equipped and endowed Christian college and theological seminary within the State for the promotion of Christian education and training of religious workers.
3. The establishment and equipment of community centers, rural as well as urban to render service to the isolated as well as to the more favorably located homes.
4. The cultivation of the spirit of stewardship to place the churches of the state on a self-supporting basis and the promotion of a fervid missionary spirit.

We believe that some means ought to be provided whereby the religious social, economic, and educational condition of the worldmay be presented, in graphic form, to the local churches and communions.

We appreciate the progress of the Interchurch World Movement, and its leadership, looking toward a better cooperation of the churches in the distribution of responsibility, occupation and prosecution of work in the State based upon the county survey.

We recommend that as far as possible future denominational enterprises such as Hospitals, Homes, local churche buildings and the occupation of new fields be suspended until the denominations can canvass the whole field and plan accordingly.

We extend to the people of Douglas, to all the pastors and people of the Congregational Church, to the pastors and people of the several cooperating churches, our sincere and hearty thanks for their generous and kindly hospitality.

We express also our deep appreciation of the team of speakers who have, in example and spoken word, led us into high places from which we have been able to see the vision of God.

Respectfully submitted,

REV. D. B. ATKINSON, Christian
REV. J. F. BLODGETT, Bapt.
REV. DAVID MacMARTIN, Presb.
REV. W. T. DUMM, M.E.
REV. N. M. TEMPLE, Chairman ME
REV. J S STUBBLEFIELD, Pres.
REV. D F FISHER, Cong.
REV. F. S. DEIS, Lutheran.

UNION THEOLOGICAL SEMINARY NEW YORK

PACIFIC COAST

REPORT OF THE FINDINGS COMMITTEE OF THE OREGON STATE PASTORS' CONFERENCE MEETING UNDER THE DIRECTION OF THE INTERCHURCH WORLD MOVEMENT

March 3-5-, 1920 -- FIRST PRESBYTERIAN CHURCH --- PORTLAND, ORE.

We, the Findings Committee of the Oregon State Pastors' Conference, composed of one member from each of the Evangelical Communions that labor in behalf of the Kingdom of God in Oregon, do:

First of all, place on record our profound sense of gratitude to Almighty God for the providential tokens that have marked the Conference here in Oregon.

Secondly, we would also reaffirm the impressions of the initial Cleveland Conference that we are entirely convinced that "The magnitude and the urgency of the present duty to carry the gospel to all men and to all life call for the greatest possible measure of effective co-operation among the churches."

While we speak only for ourselves and nothing that we say can be held as binding upon the Communions that we represent, some of whom have not yet met in official conference, we can say that we give hearty endorsement to the outstanding features of the great movement of which we are all a part and under whose auspices we have met.

That we consider that this gathering of pastors from the Evangelical Communions of our State is an epoch-making event in Oregon, and we sincerely trust that provision will shortly be made under the direction of the movement for another conference or similar meetings, so that the degree of cooperation initiated here may be continued and increased. As a result of this conference we are more than ever of a common mind that our churches should seek to serve the community; that they should seek to carry to the farthest man, woman and child in the world the gospel and the Christian civilization that it should involve; that to this end our churches should lend every aid to the nation-wide financial campaign to be carried through April 25 to May 2. In this connection let it be noted that we shall aid most this campaign as we shield from criticism and misunderstanding ahy of our Communions that have already completed their forward movement camapigns, and with that understanding we give our most hearty support to the program as indicated during this conference. Specifically we go on record as a common mind that the church budget for local expense should include a real living for a pastor and his family; so far as possible a permanent residence for him, and a supplemental fund for administrative and parish work.

Prior to this camp aign we urge that all possible prayer and earnest attention be given to the program of the Department of Spiritual Resources that should culminate on Easter Sunday.

That in connection with it, there should be the widest education along lines of full rpunded stewardship emphasizing in particular the great need of Christian workers. We would lay on the hearts of pastors and parents in Christian homes the duty of presenting the opportunity of such enlistment as early as possible, and that we seek to bring to the students in our colleges and especially to the great number in our state institutions the crying calls for workers at this time.

We also desire to convey to the members who compose the "Dallas Team" our great sense of gratitude personally for the inspiring way in which they have brought us the challenge of the present day.

That, we express to the State Executive Force our appreciation for their untiring efforts in securing our attendance here.

And, to Mr. Bronson, in particular, our sympathy in the illness of his child, and our sincere prayer and hope for his thorough recovery.

That, to the City Federation of Churches of Portland, through their efficient secretary, Ralph A. McAfee, we are grateful for the entertainment from the members of the various churches of Portland in whose homes we have had the great privilege of staying.

To the pastor and officers of the White Temple we feel especial thanks is due for the excellent provision for our meetings, the exhibit and conference rooms; to the First Presbyterian Church for their provision for the Women's State Conference, and to the First Methodist Church and First Congregational Church and First Christian Church and the Pro-Cathedral for similar provision for their group meetings.

REV. H. H. FARNHAM,
United Evangelical
REV. S. E. DuBOIS,
United Presbyterian
REV. WILHELM PETTERSON,
Norwegian Luthern of America
REV. H. G. CROCKER,
Congregational Churches
REV. HIRAM SMITH,
Church of the Brethren
REV. F. D. FRAZER,
Reformed Presbyterian
REV. W. M. CASE.
Presbyterian, USA, Secretary
REV. F. K. HOWARD,
Episcopal
REV. R. L. DUNN
Disciples of Christ,
REV. G. H. YOUNG
Baptist

COUNTY CONFERENCES

Following the State Pastors' Conferences the Field Department arranged for set-up conferences in a majority of the counties throughout the various states of the Union. These county conferences were arranged in coordination with the Financial Department. Time for the financial set-up and for a thorough explanation of the financial Campaign was provided for at these conferences. Life Work meetings were held in conjunction with the County Conferences in a great many of the counties. These conferences were designed also to form a county organization which should become the permament agency of the Interchurch World Movement for reaching the individual churches in the counties.

Speakers for these county conferences were provided by the state organization of the Interchurch World Movement. Stereopticon lanterns and slides were provided for the speakers so that as far as possible the same program that was presented to the Pastors' Conferences might be carried down to the county and later to each community.

The county conference was supposed to arrange also for a community conference so that the message and the financial plan might be carried down to the last church and to the last individual.

SUGGESTED DATES AND PROGRAM
Approved by Cabinet-February 27, 1920.

At a conference, at which Messrs. Pierce, White, Cory, Cronk, Orchard, Michel and Voris were present, the following plan for the County Conferences was outlined for submission to the Cabinet.

The plan is that the County Conferences shall be one day in length, and that they will be held between March 15th and March 26th, and between April 5th and April 9th, the schedule to be as follows:

March 15-26-							
16-18	Ohio	Utah	Tex.	Mo.	Kans.		
18-20	Penn.	Nev.	Ariz.	Wis.	Neb.		
23-25	Conn.	Ida.	N.Mex.		Ia.		
25-27	N.J.	Mont.	Cal.	Mich.	S.D.		
1--3	N.Y.	Wyo.		Ind.	Minn.	Tenn.	Va.
3--5	R.I.	Colo.	Ore.	W. Va.	N.D.	Ala.	S.C.
April 5-9							
8-10	Mass.	Okla.	Wash.	Md.	Ill.	Miss.	N.Car.
10-12	Me.	Ark.		Del.			Ga.
15-17						La.	Fla.
17-19						Ky.	

The suggested program for these conferences is as follows:

9:30 - 9:45	Devotional
9:45 -10:15	Statement on the Interchurch World Movement.
10:15-11:00	Foreign Surveys
11:00-12:30	Financial Campaign Presentation
12:30- 2:30	Denominational Rally
2:30 - 3:30	Home Surveys, including County Surveys
3:30 - 4:15	Evangelistic Address
4:15 - 5:00	Composite Departmental Address
	Adjournment of General Conference.
5:00 - 6:30	Meeting of Local Church Financial Campaign Directors
5:30 - on	Meeting for Young People(Separate from the conferance)
7:30	Inspirational addresses and composite Survey lantern Slide Address.

It is understood that at these county Conferences the Financial Campaign Organization has the right of way, but that the County Committee shall be organized along the lines already agreed upon with the understanding that in conjunction with the Financial Organization it shall be the conservation force after the Financial Drive and shall be the Interchurch World Movement in the county when the Financial Drive is concluded.

It is the plan that after the sessions of the State Pastors Conferences, a special training conference will be held for those who are to operate the lanterns at the County Conferences at which the lantern operators will give them special instruction, and also conferences of the teams, as they shall be designated, the County Conveners and the County Conference Committee.

The dates for the County Conferences will be released and announced at the State Pastors Conferences, also the instructions as to the securing of the teams for the County Conferences.

It is also planned that Mr. Voris, in conjunction with Mr. Cory, will furnish five men to visit these Pastors Conferences and hold these meetings for the organization of the County Conference and see that these details are arranged and understood.

THE PLAN AND PROCEDURE FOR THE PROMOTION OF THE COUNTY CONFERENCE

THE COUNTY CONFERENCES

FOREWORD: In order to make a success of the Financial Campaign, we shall have to sell the Movement to the church membership and the people at large prior to April 25 - May 2/ This can be done in two ways: (1) By personal and group conferences and (2) by publicity. Both are important, but as publicity is necessary as a background to make a success of any group conferences, to say nothing of personal solicitation, the publicity for these conferences should be prepared for the purpose of informing the commu-

nities of the character and objectives of the Movement as well as for the purpose of bringing folks to the conference. The publicity for the County Conferences should, therefore, set forth those features which appeal to the human interest and sympathy of our American constituency.

I. ORGANIZATION

1. STATE SUPERVISION The County Conferences shall be under the direction of the State Secretary and the associate who is assigned to this special task. In determining the County Conference Schedule, Program and Arrangements and in the selection of the speakers they will enlist the co-operation of the Denominational Forward Movement Leaders and freely consult with the State Director of the Financial Campaign, the State Publicity Director, the Survey Supervisor and the State Departmental Representatives.

2. COUNTY CONFERENCE COMMITTEE This Committee should consist of the pastors who are in attendance at the State Pastors' Conference where it shall meet to transact the following business.

(a) Confirm the date and place of meeting of the County Conference.

(b) Select a Conference Executive Committee resident in the Conference City with the following County Officers as members ex-officio:-the County Financial Director, County Survey Leader and County Departmental Representatives. The Conference Executive Committee so constituted shall have power to add to its number.

(c) Select one of the members of the County Conference Committee to serve as its Executive Officer, through whom all correspondence shall be conducted.- It is not intended that the Executive shall himself do all of the work preparatory to the conference, but rather that he shall see to it that every detail is cared for by those who have been so charged by the County Conference Committee.

(d) Appoint Co-operating Committees in the smaller County Communities of which the pastors who are at the Pastors' Conference shall be the nucleus and organizers.

The success of the entire enterprise with its bearing upon the extension of the Kingdom depends on the enthusiastic fidelity of every Committee member. This task should receive, if possible, a fuller measure of devotion, both as to time and service, than was rendered to other causes during the days when our nation was engaged in the World War.

The success of the enterprise as a whole may in many instances, therefore, require for the time being the subordination of many personal, local church, denominational and community tasks.

To simplify the work and to make sure that nothing is overlooked, it is suggested that the work of the County Conference Committee be subdivided into committees consisting of one or more members.

(A) THE CONFERENCE EXECUTIVE COMMITTEE

It should meet within forty-eight hours of the close of the State Pastors' Conference to transact any unfinished business from the meeting of the Committee held at the State Pastors' Conference and as much of new business as can be cared for at that time.

New Business

It should select the following sub-committees with the understanding that these who are appointed, shall proceed immediately with the work assigned to them.

It shall add such men and women to its membership as may be necessary to secure the greatest efficiency.

It shall appoint a time within twenty-four or forty-eight hours when it shall have its second meeting to receive reports and to determine such details as may grow out of the work performed in the meantime.

The Committee, or at least an "Ad interim" Committee consisting of the Officers and the Chairman of the Sub-Committees should meet every day from the time of their appointment until the date of the County Conference.

II. CONFERENCE SCHEDULE, PROGRAM AND SPEAKERS

1. The Conference Schedule will be suggested by the New York office subject to such modifications by the State Conference Committee within each circuit or group of conferences as may be found necessary. Such modifications should be reported promptly to the National office.

2. THE PROGRAM The outline of the program and the outline of the several addresses will be provided by the National Office. The importance of following these outlines will be recognized as essential in order to focus the attention of the Christian Leaders of the Counties upon those questions which are of uniform and universal importance to the success of the campaign.

3. THE CONFERENCE TEAM should be composed of six men and one or two women.

One to conduct the devotional periods of intercession and to present the evangelistic program.

One to give an address on the purpose, plan and program of the Interchurch World Movement.

One to make the addresses illustrated by stereopticon on the Surveys at home and abroad.

One to outline the financial campaign and to instruct delegates concerning its conduct in the minutest detail. He will be appointed by the Director of the United Financial Campaign.

One to make the composite address on the departmental activities of the Interchurch World Movement.

One to give a great inspirational address based on the program and objectives of the Interchurch World Movement.

One of the speakers above must be qualified to operate the stereopticon.

III. CONFERENCE ARRANGEMENTS

1. CONFERENCE CITY As a rule the Conference should be held in the county seat, excepting in counties where another city seems more suitable.

2. THE MEETING PLACE The place of meeting for the Conference shall be chosen by the County Conference Committee or by the Conference Executive Committee. The group which selects the place of meeting is requested in this instance not to make the selection on any other basis than that of suitability and convenience.

Among other things, the possibility of darkening the auditorium with material that will be provided by the State office for the use of a lantern in the day sessions should be given consideration.

3. THE DATE For the sake of the economy of time and money, the convenience of the speakers and the order of the denominational and Interchurch programs, the dates will have to be determined rather arbitrarily, and all communities concerned are therefore urged to adapt themselves to the program as a whole by accepting the dates offered. Any other prodedure would hopelessly defeat the great enterprise in which we are engaged.

IV. CONFERENCE ADVERTISING AND PUBLICITY

A. Material Required.

1. Conference Folder
2. Letter to Pastors and enclosure
3. Letter to Sunday School Superintendent and enclosure
4. Letter to Women's Society Officers and enclosure
5. Letter to Young Peoples' Society Officers
6. Window and Bulletin Cards
7. Reply Cards
8. Registration Cards
9. Service Pledge Cards
10. Follow-up Letters to #2, 3, 4, and 5.

B. Methods of promoting Attendance.

1. Correspondence
2. Deputation Campaign
3. Telephone Campaign
4. Newspaper Publicity Campaign
5. Announcement Campaign

V. CHRONOLOGICAL WORKING SCHEDULE

I. At the Pastors' Conference, or immediately thereafter, announce the County Conference Schedule, choose the Conference Team Leaders, make up the teams, assign the topics, confer with the County Conference Committees and arrange for the meetings of these Committees before the adjournment of the Conference.

2. Immediately following the State Pastors' Comference, print the necessary advertising matter and distribute it directly to the Pastors, and other church leaders, or as may appear necessary in the light of local circumstances.

3. Send an advance agent to every Conference City a week in advance of the Conference to check up the local conditions - having him devote a day to each Conference City. It is more important to have this advance agent visit every County than to have an additional man on the Conference Team.

VI. THE FOLLOW-UP PROGRAM

The Follow-up Program is being prepared and will be submitted to each State Secretary well in advance of the County Conferences.

Instructions to Team Leaders and other Special County Promotion Representatives on Teams authorized by Dr. Cory, approved by Messrs.Orchard & Bower.

1. Upon authorization of Dr. Cory, you are asked to be the Special Headquarters Representative in promoting the County Conference and Promotion Plan. The way is now perfectly clear for definite promotion. I am sure you will agree there is nothing more important.

2. Please notify State Secretary and especially Asst. State Secretary of your task.

3. Familiarize yourself with
   a. Plan to be followed at Pastors' Conference
   b. Plan for promotion County Conferences
   c. The instructions sent to date to State Office(all above are attached).

4. Meet with State Secretary and State Advisors between or after sessions Monday to discuss plans, being sure that all temporary County Departmental Representatives and Conveners are chosen.

5. Represent Headquarters at Conveners' Meeting and in conjunction with State Secretaries present plans. Prepare for training needed the last night.

6. Conduct in conjunction with State Secretaries the Training Meeting followed adjournment of Pastors' Conference.

---

7. Be on constant lookout for particulars to forward this work.

8. Secure substitute or assistant from team for yourself on any of these points when necessary.

9. Wire or write County Division Headquarters your impressions or suggestions, so that they can be incorporated in suggestions to States.

These and the attached instructions are sent at last moment. While they cover all necessary ground, they are not complete. We may be able to send more complete suggestions for later conferences.

SUGGESTED PROGRAM OF LIFE SERVICE CONFERENCE AT THE PASTORS CONVENTIONS

At the Supper Conference of State and County Representatives of the Life Work Department together with other invited guests especially interested, including those who are to be speakers at the County Conventions on Life Work Themes.

1. Call to order, as soon as supper has been served, in order to have more time for discussion.
2. Introduction of County Representatives.
3. Statement on present acute shortage of employed leaders of the Church.
4. Discussion of How to Enlist College Graduates, especially at the County Conventions when a special supper conference should be held for them.
5. Discussion of How to Secure the largest Attendance of Young People of High School age at County Convention meetings.
6. Discussion of the best ways of helping young men and women to find their Divinely intended life work.
7. Prayer for Laborers.
8. Adjournment.

SUGGESTIONS FROM DR. WHITE FOR LIFE SERVICE CONFERENCE

In all of the County Conventions, it is desired to have a strong statement concerning the importance and the best methods of enlisting young men and women for Christian Service as their life work. The plans of the movement also include some special addresses to young people themselves at the County Convention, especially those of High School age, as this is the period when nearly all older church workers received their first impulse toward such a life work. We regard it of very great importance that the men in your State who have the qualifications for speaking on these subject be present at the State Pastors' Conference and at the special supper conference of state and county representatives of the

---

Life Work Department. If they can be selected in advance and will come prepared to use the State Conference as a sort of Training School to fit them for presenting the matter at the County Conventions, we believe this will secure the best results. The same lantern lecture that is given to the County Convention should be given also to the Young Peoples Meeting, with minor modifications.

MANUAL FOR COUNTY CONVENERS

THE FUNCTION OF THE COUNTY CONVENER

The County Convener is asked to act as the temporary chairman of the general Interchurch Movement in the County pending the organization of the County Advisory Committee, when his work as Convener ceases.

He is the temporary chairman of the group in his county which consists of: The Convener, County Survey Leader, the four temporary Interchurch Departmental Representatives (Mission Education, Stewardship, Life Service, Spiritual Resources), and the Publicity Representative, Sunday School Representative, and special Representative of Women, where designated.

The County Convener will take the initiative in bringing this group together and in directing its efforts, unless he has instructions otherwise from the State Secretary. Necessary local expenses incurred in calling this Committee will be paid by the State office. These should be kept at a minimum.

This group becomes automatically the temporary central county executive committee in general charge of the Interchurch work preliminary to the organization of the County Advisory Committee. It is the Executive Committee charged with the general promotion of the County Conference, although there should be a special Conference Executive Secretary, a local Arrangements Committee, and probably an additional membership on the Executive Committee of residents from the Conference City to aid in promoting the Conference. The Convener will of course follow any suggestions issued by the State Office as to Conference Organization. It will be necessary to adapt general plans to local situations.

In all cases this group is to work in conjunction with the Survey Council where such is organized.

Although in most cases the most pressing work for the county conveners will be to promote the County Conference, and although in some counties the convener will need to give assistance to the State Office in securing the temporary County Departmental Representatives, his fundamental task is, working with his central committee and the Survey Council, to prepare for the organization of the County Advisory Committee, and to convene the same. It is incumbent upon him to be the specialist in county organ-

ization for the time being. It is for this specific purpose this manual is prepared.

Issued by the County Organization Division of the Field Department,
45 W. 18th St., New York City

USE OF THIS PAMPHLET: This manual is for your use and that of your temporary committee, and to a limited extent for your county committee at the time or organizing. You should at least have sufficient copies to supply the denominational leaders and each member of the county executive committee after it shall have been appointed.

APPOINTEES TO COUNTY COMMITTEE: The convener will be responsible for seeing that every pastor is urged to appoint or have appointed the two representatives from his church to serve on the Committee. This should be done previous to the County Conference, and the appointees urged to be present. Do this directly or through others, including the state office, using phone, mail and community meetings. Keep in touch with the State Office. (The expenses of these delegates cannot be paid by the Movement).

TYPE OF REPRESENTATION: Leading men and women of the highest type of all-round Christian character and leadership should be appointed. They should combine administrative ability with spiritual fervor, and should be interested in all phases of Christian work, local and world-wide.

DUTIES OF THESE MEMBERS: These representatives will have a two-fold duty: To lead in the interpretation of the Interchurch Movement to their own constituency, and to represent their parish in the Interchurch work in County and Community.

MEMBERS SURVEY COUNCILS AND OTHER REPRESENTATIVES: The convener will see that all members of existing Survey Councils are invited to the meeting on organization, and such others as he is confident should be ex-officio members in accordance with the spirit of, Art. III of the plan of Organization.

RELATION TO STATE SECRETARY: The convener will work in conjunction with the State Secretary and the State Advisory Committee in order that there may be a harmony and continuity of plans.

RELATION TO SURVEY COUNCIL: The convener will have no official relationship to the local Survey Council unless he himself should be a member of that Council.

SPECIAL COUNTY ORGANIZER ON CONFERENCE TEAM: It is intended that there shall be with each team one man whose duty it is to assist the convener in the meeting for organization.

FAMILIARITY WITH THE COUNTY PLAN: The convener should familiarize himself with every detail in this Manual so he will omit nothing of importance, and so guide the Meeting for Organization with ease. Especially be familiar with the County Organization Plan. Any questions he has regarding the organization should be answered if possible by the State Office before the meeting for organization.

PLAN OF ORGANIZATION

The following suggested plan for standardized organization is not intended to be the last word. Experience, experiment will determine a better one, without doubt. For example, we hope we can look toward the time when each denomination can designate its own representatives to the County Executive Committee. The Advisory Committee as constituted is large, unwieldy, and is practically a Convention. But it is at least democratic, and by the use of a wisely constituted executive committee, of departments, and of communities, it can function fairly efficiently.

The plan was worked out in consultation with Department Heads, Field Secretaries, and Forward Movement Leaders, and was presented to some thirty thousand representatives in State Conferences in December. It is at least the nearest we can come to a standardized plan at the present time.

If the County Committees discover something better,-pass the idea on to the State Committee.

If you cannot work out even this simple plan in all its details, go as far as you can. Keep constantly in mind the local need as well as the world-wide vision.

THE COUNTY ADVISORY COMMITTEE

1. PURPOSE

1. To represent the Interchurch World Movement and carry out its program in the County and Community.

2. To develop the principle and practice of cooperation between churches and denominations in county and community.

II. BASIC MEMBERSHIP

Three representatives - the pastor and two lay workers, a man and a woman,-to be chosen by the pastor or proper official - from each individual evangelical church in the county.

III. EX-OFFICIO, CO--OPTED AND ELECTED MEMBERSHIP

(Only members of evangelical churches are eligible)

1. Denominational Executives and Supervisors and Forward Movement Representatives.

2. The Heads or other Representatives of Denominational Colleges, Secondary Schools, Hospitals, Children's Homes and other Welfare Institutions, and of County Sunday School Associations.

3. The Interchurch County Departmental Representatives (who may or may not be among the members above.)

4. Members of existing Survey Councils (not included above.)

5. Such additional members at large as the Committee as above organized deems necessary for greatest efficiency, taking care to include such as represent the Christian Community Leadership.

IV. OFFICERS - (SUGGESTED)

The OFFICERS suggested for the Advisory Committee are a Chairman, two Vice Chairmen, and a secretary - one of whom may be designated to be General Executive for the County Advisory Committee and to represent the State Secretary.

V. EXECUTIVE COMMITTEE

1. Organized by the County Committee with the assistance of the State Secretary or some other member of the State Advisory Committee.

2. In electing members to the Executive Committee, the following representatives should be kept in mind as ex-officio members:

    1. Officers of the county committees.
    2. County Interchurch Departmental Representatives (including Missionary Education, Life Service, Spiritual Resources, Stewardship, Publicity, Finance, etc.)
    3. Chairman or representatives of County Survey Council.
    4. One representative from each Denomination where such can be designated.

3. It is suggested that there be at least five pastors, five laymen, and five laywomen who may or may not be among the above. It is suggested further that the committee be kept in a minimum by the combination of interests where feasible.

VI. COMMUNITY ORGANIZATION

Metropolitan, City, Town and Rural Community Committees to carry out the program in these fields may be organized in their initial state by the County Committee, by the subdi-

vision of its membership following community lines. In the cities and counties where there are existing Church Federations, the plan of community organizations will be determined after conference with them.

VII. SPECIAL COMMITTEES AND DEPARTMENTS

Such departmental or special committees from or in addition to their own membership may be appointed by the county committee as may seem necessary to care for the work of the various departments of the Interchurch World Movement and to meet more perfectly the local needs.

VIII. RELATIONSHIPS

1. The County Committee should work in direct relationship with the State Advisory Committee, and under the general direction of National Headquarters.

2. The County Committee should maintain a close relationship with the present Denominational Forward Movements and other denominational or inter-denominational organizations, avoiding duplication of organization as far as possible.

3. In its Comity relationships the County Committee should work with and through denominational executives.

THE MEETING FOR ORGANIZATION

The convener will call the meeting to order at or as nearly at the time specified in the announcement as possible. The following program may be adapted to local conditions, taking care to omit no essentials:

1-Call to order
2-Invocation
3-Election of the chairman of the meeting (in most cases the convener)
4-Election or appointment of vice-chairman, temporary clerk, ushers, etc.
5-BRIEF DEVOTIONAL PERIOD: One hymn, if any; Scripture; two or three short prayers; five minute message sounding spiritual note as you face organizational method.

6-STATEMENT OF THE PURPOSE OF THE MEETING: By the convener.(The meeting called for the purpose of organizing into a County Advisory Committee for the Interchurch World Movement.)
7-STATEMENT OF SUGGESTED ORDER OF BUSINESS, as followed below, and by motion its adoption, or alteration, as docket.
8-READING OF SUGGESTED COUNTY ORGANIZATION AND EXPLANATION OF

SAME: By special County Organizer (or in his absence by convener or one designated by him. Be sure of familiarity and understanding).

9-MOTION TO RECEIVE SAME and to discuss paragraph by paragraph. NOTE: This plan is not intended to be a constitution, permanent and difficult to change, but rather a suggested standardized experimental method of organization. it should be accepted in this spirit. If there are important vital changes desired, or eliminations, let them be referred to the Executive Committee to be appointed, with authority to act in conjunction with the State Advisory Committee. So direct the assembly that its mind will not be fastened on debatable details, but on essentials.

10-ADOPTION OF A PLAN OR ORGANIZATION FOR...COUNTY ADVISORY COMMITTEE.

11-CONSTITUTION OF COMMITTEE: Motion in order TO CONSTITUTE THOSE ASSEMBLED WHO ARE DULY APPOINTED TO THE COMMITTEE, OR WHO BY VIRTUE OF THEIR POSITION IN DENOMINATIONAL WORK ARE BY RIGHT EX-OFFICIO MEMBERS, according to the plan adopted INTO THE.....COUNTY INTERCHURCH WORLD MOVEMENT ADVISORY COMMITTEE to serve until April 1, 1921, or until successors shall be appointed.

12-APPOINTMENT OF A COMMITTEE ON NOMINATION - with authority to act until the work committed to it shall be completed. This committee to be instructed to proceed as follows:

(a)To withdraw at once for a period (possibly half an hour) and to bring in nominations for following:

1-OFFICERS OF THE ADVISORY COMMITTEE:-Chairman, two vice-chairmen, secretary. These to be members of the Executive Committee.

2-ADDITIONAL MEMBERS EXECUTIVE COMMITTEE, most of whom should be TEMPORARY; in order to create an official Executive Committee with sufficient temporary membership to function until permanent members shall be selected. These to include: COUNTY SURVEY LEADER (to serve until County Survey Council shall appoint him or some other a permanent representative; the FOUR TEMPORARY DEPARTMENTAL REPRESENTATIVES: the PUBLICITY; ONE REPRESENTATIVE FOR EACH DENOMINATION, who may, or may not, be among the above. Take care to select those who officially represent their denomination (e.g. Presbyterian New Era chairman, etc.);LIMITED NUMBER ADDITIONAL MEMBERS IF DESIRED, including at least one woman.

(b) This Nominating Committee later to select permanent representatives of the Four Departments, in conjunction with the State Office, and the permanent denominational representatives. Then additional members, according to the Plan of Organization. When selected these will automatically take the place of the temporary appointees.

13-DURING MEETING OF NOMINATING COMMITTEE:

STATEMENT BY CONFERENCE EXECUTIVE or Chairman Local Arrangements Committee of the plans for the local conference, together with any requests he has to make for help from the

---

members of the County Committee, who are now BY VIRTUE OF THEIR POSITION, THE HOSTS OF THE CONFERENCE.

REGISTRATION of those present who are members of County Committee, and securing of names of others appointed to the Committee who may not be present.

HYMN-PRAYERS

BRIEF RECESS

14- REPORT OF NOMINATION COMMITTEE AND ADOPTION OF SAME.

15- GRANTING AUTHORITY TO THE EXECUTIVE COMMITTEE, both in its temporary and in its permanent form as follows:

(1)-TO REPRESENT THE COUNTY ADVISORY COMMITTEE AD-INTERIM, and TO FUNCTION THE INTERCHURCH MOVEMENT IN ITS PLACE.

(2)-To designate or select a County Executive Secretary.

(3)-To add to its number, others who are authorized by the plan of organization to be members of the Executive Committee (working in close harmony with the nominating committee), and to invite into the County Advisory Committee further members.

(4)-To work with the County Departmental Representatives to secure county representatives for each denomination who shall serve as a sort of cabinet or commission for that department (e.g. Stewardship,)and to assist the depart-mental representatives in the promotion of their work.

(5) Where feasible to work toward community committees by first sub-dividing the county committee membership into constituent membership on territorial lines. The E xecutive Committee will work in conjunction with the Survey Council or Department in determining Community. Boundaries.

(6)-To keep members of the County Committee informed of the development of the work.

16- DECISION AS TO MEETING IN THE FUTURE.

17- CHECKING UP ATTENDANCE.(Be sure to have cared for this.)

18- READING OF MINUTES OF MEETING: ADOPTION

19- ADJOURNMENT

20- DOXOLOGY AND BENEDICTION.

THE ROCKEFELLER TOUR

In April the Field Department arranged for a picked team of speakers to visit a number of cities to speak to meetings of business men in the interest of the financial campaign. John D. Rockefeller, Jr. was one of the speakers on this team and the tour became known as the "Rockefeller Tour".

The Minutes of the Executive Committee meeting of April 20th, 1920 contain the following reference to this tour.

> "Dr. Cory reported on the Rockefeller tour, stating that the team had visited Baltimore, Washington, Pittsburg, Detroit, Cleveland, Chicago, Minneapolis, Kansas City, St. Louis, Cincinnati, Buffalo, Boston, Philadelphia ending in New York on April 18th with a mass meeting at the Hippodrome. Some members of the team also visited Des Moines and Omaha. Dr Cory stated that the meetings were well attended and effective; in some places overflow meetings were held and people turned away, the largest being in Kansas City, with an estimated attendance of 8,000 to 10,000.
>
> Dr Cory stated that the results of the tour were entirely satisfactory and that while mindful of the service which other members of the tour had given, that the gratitude of the committee was due to Mr. Rockefeller for the splendid service he had rendered the Movement, entering into the work with wonderful spirit and at great sacrifice.
>
> It was voted to ask Dr. Foulkes to send a telegram to Mr. Rockefeller expressing the appreciation of the Executive Committee and that same be spread upon the minutes.
>
> The telegram sent by Dr. Foulkes was as follows:
>
> 'The Executive Committee of the Interchurch World Movement by unanimous vote after adopting the report of your committee expressed its profound appreciation of the unstinted gracious and far-reaching labors of love which you have so conspicously wrought for the Movement and for the great cause underneath it in the recent tour. Next to the satisfaction of having done this great thing as your Christian duty we hope you will be willing to receive our unbounded appreciation as an added recompense, with the assurance of our best wishes and high esteem.'"

PUBLICITY AND ADVERTISING

The following records show the development of the work of publicity and advertizing.

CABINET MEETING
March 21st, 1919

X. Publicity and Editorial Department assigned to Haggard.

(1) Editing of any magazine or periodical.

(2) The general publicity work of the Movement.
(a) Secular
(b) Religious

(3) Pamphlet and leaflet material.

(4) Text books.

(5) Editing of manuscripts, typographical arrangement, etc.

(6) Agreed that all pamphlet material will pass through Haggard's hands or someone designated by him before publication.

(7) From the beginning we will keep one hundred samples of each piece of literature in the archives, and such scrap-books as Haggard may outline.

CABINET MEETING
March 25, 1919.

I. EDITORIAL - Haggard reported

1. That the interview with the Missionary Review of the World indicated that they were not ready to come in with the Interchurch Movement as yet but the matter had been left open for later consideration.

2. Agreed that we would not attempt to edit the magazine by a committee, but secure a strong editor with an editorial council.

3. Divisions
(a) Secular Newspapers
(b) Religious Newspapers
(c) Secular Magazines
(d) Missionary Publications
(e) Distribution and Manufacture

4. Nominations for Editorial Dept.

Dennett, Price, Warren

Bridgman, Best

5. Nominations for Editorial Staff

Hodgins, Mrs. Cronk, Wilfred Mohorter, de Schweinitz and Niles.

6. Immediate decision requested on Mohorter - referred to Haggard with power.

7. Suggested that Haggard confer with men in reference to editorial ability available (secular or religious) -- Niles, Bruce Barton, Col. Halford, Talcott Williams, Frank Ober, Dr. Reisner, Melville Stone, Suggested that Haggard call a conference of the above.

CABINET MEETING
July 7-8

PUBLICITY, PERIODICAL AND LITERATURE DEPARTMENT.
Voted-
(a) To create a Literature Department.

(2) Messrs. Haggard and Williams were appointed a committee to outline the delimitations and functions of the three departments. Later in the session this committee presented report (Exhibit B) which was adopted.

Report of Special Committee on Delimitation and Functions of the Publicity, Periodical and Editorial Departments

I. The Publicity Department shall perform those functions which the general acceptation of the term publicity involves, and as outlined by Mr. Williams in his organization scheme of the Publicity Department as far as that outline relates to publicity.

II. The Periodical Department will include all periodicals of the Movement with the exception of the Bulletin, which has been located in the Publicity Department.

III. The Editorial Department will produce, or secure the production of the book and pamphlet literature of the Movement upon the requisition of other departments of the Movement; also to produce forms, cards, letter-heads and other printed matter needed by any of the departments. The only exceptions to the foregoing being such special printing as is provided for in the Periodical and Publicity Departments. The Editorial Department will thus handle all copy from the time of its submission to the Department to the time of final delivery of the printed job, the placing of the printing order alone excepted.

There will be two divisions in this Department:

(1)- Manuscript Division To pass upon the desirability and necessity of issuing any given manuscript, especially to determine whether the same ground is covered by some previously issued pamphlet. To edit all manuscripts with special reference to their content, rhetoric, and general strength of presentation. To revise and rewrite copy where necessary. Radical changes, however, being submitted to the department of origin. The function of this division will thus be of a purely literary character. Also, by conference with the department of origin and the Field Department, to determine the quantity, and any special directions as to place of delivery.

(2)-Specification Division

a. Editing for office style and printer.

b. Specification of form, paper, type, ink, and all other details of production. To fix schedule for the job and determine delivery, date.

c. To forward to Order Department requisition to place the printing order as per specifications, and to submit any suggestions to Order Department that may be pertinent to the placing of the order.

d. To follow the job, checking proofs, and keeping printer to specification and schedule until job is completed and delivery is made.

The Committee recommend that power to readjust minor details involved in the final organization of these departments and the establishment of the relations between them, be left to Mr. Williams and Mr. Haggard.

CABINET MEETING
November 10

PUBLICITY

Voted that the Cabinet be authorized and directed to see that the publicity of the entire work of the Interchurch Movement, especially during the period of the state conferences, be most carefully safeguarded to avoid misconception and inadequate representation of the purpose and policies of the Movement.

CABINET MEETING
November 11

PUBLICITY DEPARTMENT.

In connection with general publicity, question raised as to the advisability of having Mr. Dennett, as head of the Publicity Department, sit with the Cabinet.

Voted to ask Dr. Cory to bring in at a later meeting a recommendation with reference to the Publicity Department.

CABINET MEETING
November 14, 1919

PUBLICITY

Mr. Tyler Dennett took his seat with the Cabinet and presented the necessity of having local publicity headquarters in Boston and Chicago for publicity in those areas; that he was making the trip immediately and wanted authority to close with a publicity man in each place.

This raised the question of divisional offices, which it had been decided against in the organization. It is understood that there shall not be separate divisional publicity offices but centralizing on publicity at these points.

R. C. Edlund, representing the Personnel Department, took his seat with the Cabinet, and in this connection suggested that Mr. Dennett be authorized to engage these men, and to refer to the Salary Committee if the salary was above the schedule.

Agreed that Mr. Dennett be authorized to appoint a publicity man in Boston andChicago, providing the salary items come within the schedule. If they exceed this, it will be necessary to havessame passed on by the Salary Committee.

CABINET MEETING
December 2, 1919

PUBLICITY DEPARTMENT IN THE CABINET

Dr Haggard reported for himself and General Secretary Taylor their joint recommendation that the Director of the Publicity Department be invited to sit regularly in the meetings of the Cabinet.

Voted to approve the recommendation and to invite Mr. Dennett to attend the Cabinet meetings.

Presented at Clearing House Committee, Dec. 11th, 1919
By John H. Williams

ADVERTISING & DISTRIBUTION DEPARTMENT

To plan and arrange for the presentation of the Movement through paid advertisements.
To contract for and supervise the preparation and insertion of such paid advertisements.

To formulate a plan and initiate a policy covering the character and standard of literature, lantern slides and other properties required for the entire educational campaign and for the organization of the country for campaign purposes.
To coordinate, plan and arrange for the creation, display and distribution of free promotional literature (posters, booklets, circulars, programs, etc.) and lantern slides and other properties.

To pass upon requests for the creation of literature, lantern slides and other properties before expense may be incurred in their preparation.

To determine in cooperation with the Issuing Unit in the light of all available data the quantity to be created, the minimum to be carried in stock, if any, and the point of delivery, and to see that these requirements are properly entered upon such Requisitions as are authorized.

NOTE: Differences arising as between Directors. as to the literature or lantern slides to be created may be submitted to the Group Executive.

To keep informed as to the general content of all literature, lantern slides and other properties on hand and the quantity required for various lists and purposes.

To advise with all concerned as to the literature, lantern slides and other properties on hand and the need for an quantity of prospective editions.

To cooperate with the Sales Department in the determining of policies with reference to the sale or free distribution of the literature, lantern slides and other properties of the Movement.

To cooperate with the Field Department to the end of insuring that the required literature, lantern slides and other properties are at hand at all conferences, conventions and meeting set up by the Movement or at which the Movement is represented.

To coordinate the distribution of literature, lantern slides and other properties at various conferences, conventions, and meetings with the corresponding activities of the Sales Department, to the end of avoiding conflicts and duplications in the items to be disposed of and traveling and other expenses.

To be responsible for the effective distribution of the literature, lantern slides and other properties and for the excess quantities of such properties on hand.

To receive all requests for the distribution of literature and to pass upon same with reference to item, quantity and suitability for particular need.

To issue orders in satisfaction of such requests and to see to their fulfillment.

To keep a limited amount of current literature on hand for current purposes.

NOTE: Small quantities of literature will be supplied from this stock without requiring Literature Requisition.

To organize and supervise the necessary local and traveling

force of operators to meet the requirements of the program in connection with stereopticon views.

To receive requests for the use of lantern slides and stereopticons and to make the adjustments necessary to fulfillment to same.

To issue Delivery Orders in satisfaction of such requests and see to their fulfillment.

To follow up and see to the return of lantern slides and stereopticons loaned or rented and generally to be responsible for the effectiveness of this service.

To cooperate with the Director of the Storage and Forwarding Department in the storage and shipping of literature, lantern slides and other properties of the Movement to the end of securing the most effective distribution of same.

To be responsible for the making of the budget for the department and for "literature" and to supervise the expenditures made against same.

EXECUTIVE COMMITTEE MEETING
February 3, 1920

ADVERTISING AND DISTRIBUTION DEPARTMENT.
Voted- To authorize the organization of the Advertising and Distribution Department, and that the details be left to the Promulgation Group in consultation with Mr. Williams.

Executive Committee,
December 16, 1919

ADVERTISING:
Recommendations were presented from the Cabinet as follows:

(1) That a policy of paid advertising be adopted, which will include the use of such media as the following: label buttons, window flags, posters, street car cards, window display material, windshield posters, stamps, trade and technical, and other class papers, newspapers, magazines, religious papers, agricultural papers, fraternal order papers, mail order magazines, business mens' magazines, Foreign language press, billboards.

(2) That the letting of contracts necessary for the securing of this advertising shall be passed by the Finance Committee, upon the recommendation of the Publicity Department, subject to the usual rules of procedure in the incurring of financial obligation.

(3) That in view of the uncertainty, both in the paper market and in the date of publication of the various media, as well as in the date at which it is possible to prepare copy adequately interpreting the Movement, that the budget to be presented be approved, with the express understanding that it may be impossible to carry out many of the provisions, in which case it may be permissible, with the approval of the Finance Committee, to take money allotted for an item specified in the budget, and devote it to some other medium which in the judgment of the publicity department and the advertising agencies will secure compensating advantages.

Mr. Speers reported that these advertising items had been considered by the Finance Committee and that they had authorized proceeding with the contracts for such paper as would be necessary, and had approved the advertising in such papers and magazines for which contracts have to be made immediately in order to secure the space desired. That the Finance Committee had deemed it inadvisable to go further than this on these items until after the World Survey Conference and meeting of the General Committee at Atlantic City in January.

Voted that the recommendations of the Cabinet be adopted as modified by the report of the Finance Committee

PUBLICITY. Mr. Millar reported from the Cabinet the following items as recommended by the Publicity Department.

Bulletin

That on January 1st, the Interchurch Movement shall discontinue the present Newsletter and publish an Interchurch bulletin, five columns wide, newspaper size with a view to very wide circulation. The Bulletin shall immediately be sent to the following groups of people: General Committee, enrolled workers, denominational and Interchurch officials, down to and including counties, ministers of all participating denominations, general education group, including college presidents, etc., all Y.M.C.A. secretaries and Y.W.C.A. secretaries. (This list is roughly 400,000)."

Voted to approve the change in size from the Newsletter to the Bulletin, but that the increase of circulation from 4000 to approximately 400,000 should be determined at the World Survey Conference, and that the first issue of the large bulletin be not issued until after the Atlantic City Conference.

Daily Bulletin

Voted to approve the recommendation of the Cabinet that during the Atlantic City Conference, the Publicity Department be instructed to publish a daily bulletin.

Religious Editors

"That the Publicity Department be instructed to call a conference of the editors of Religious Papers on the day preceding the Atlantic City Conference, and be authorized to pay the expenses of the delegates, both traveling and hotel accomodations, both for the editors" conference and for the World Survey Conference which follows."

It was the sense of the meeting that it was necessary and advisable to have the religious editors attend the Atlantic City Conference in January and that their expenses (estimated at $15,000) should be met by the Movement.

Voted to approve the recommendation of holding the editors' conference and paying the expenses of bringing them to Atlantic City at an expense not to exceed $15,000.

Publicity Agents

"That the Publicity Department be authorized to proceed with the employing of State Publicity Agents, so that as soon after January 20th as possible there will be a state publicity agent in all the states containing the major population of the country. These men are to be employed to continue service through the financial campaign."

Voted to refer this matter to the Budgeting Committee and that the Publicity Department be not authorized to employ the publicity agents but may take any preliminary arrangements necessary.

MINUTES OF FINANCE COMMITTEE MEETING

A meeting of the Finance Committee was held at 111 Fifth Avenue, December 16th, at 12:00 o'clock.

Present: Messrs. Speers, Nicol, Mott, Taylor, Fowles, Dennett and Millar.

Mr. Speers presided.

Prayer by Dr. Taylor

Three letters were read from Joseph Richards Company, Inc. and Barton, Durstine & Osborn, Inc., dated December 16th, 1919. The letters covered:

(1) Proposed selection of Joseph Richards Company, Inc. and Barton, Durstine & Osborn, Inc. as the advertising agencies, to work as a joint agency, in charge of the advertising of the Interchurch World Movement in its Spring Campaign;

---

(2) Proposed securing of space in important publications;

(3) Proposed appropriation of $15,000 for preparational work.

It was voted to approve the first proposition (Exhibit A) subject to the final action ofthe World Survey Conference and the General Committee in their sessions from January 7 to 10.

It was voted to approve the second suggestion (Exhibit B) subject to the final action of the World Survey Conference and the General Committee in their sessions from January 7 to 10.

It was voted in connection with the third proposal (Exhibit C) that the sum of $15,000 be immediately appropriated to cover the expenses of the preparational work to be done in the Spring Campaign.

It was voted to authorize a contract for the paper necessary for the posters and pamphlets outlined in the plan of advertising presented by Dr. Dennett.

Adjourned.

JOSEPH RICHARDS COMPANY

NINE EAST FORTIETH STREET NEW YORK

December 16, 1919.

Inter-Church World Movement of North America,
222 Fourth Avenue,
New York City.

Dear Sirs:-

Confirming conversation of yesterday afternoon between Messrs. Dennett and Clark of your organization, Messrs. Barton and Hubbard of Barton, Durstine & Osborn, Inc. and Messrs. Towne and Smith of Joseph Richards Co. Inc. the following is our understanding:

That Barton, Durstine & Osborne, Inc. and the Joseph Richards Co. Inc. are selected as the Advertising Agencies to work together on the advertising in connection with the Inter-Church Campaign next Spring, these two agencies to function as a joint agency.

It is understood that the compensation of the joint agency is to be on the basis of the Standard Advertising Agency Terms in accordance with the practice of the American Association of Advertising Agencies.

On written confirmation of this letter, the joint agency is prepared to start work immediately. It is, of course, understood that such confirmation on the part of your organization in no sense constitutes a contract, but becomes a Memorandum of Agreement that the joint agency will continue to function as your agency for so long a period as their work is satisfactory.

Yours very truly,

JOSEPH RICHARDS COMPANY, Inc.
BARTON, DURSTINE & OSBORN, Inc.

Per
Courtlandt Smith

CNS:MJM

JOSEPH RICHARDS COMPANY

NINE EAST FORTIETH STREET NEW YORK

December 16, 1919.

Inter-Church World Movement of North America,
222 Fourth Avenue,
New York City.

Dear Sirs,

In order to secure space in important publications which go to press before the General Board Meeting early in January - and in order to secure posting locations, it will be necessary for the joint agency, Barton, Durstine & Osborn, Inc. and Joseph Richards Co., Inc. to be authorized to place orders for an expenditure not to exceed $104,450.

The above amount is required for the following:

General Magazines	$ 25,500.
Women's Publications.....	27,150.
Farm Papers.....	1,800.
Bill Board Space.....	50,000.
	$104,450.

The foregoing includes such publications as:

American Magazines
Saturday Evening Post
Collier's
Ladies' Home Journal
Woman's Home Companion
Country Gentlemen, etc.-

and on posting many of the best sites that can be obtained,- without which the strength of the campaign will be weakened and the opening delayed.

It should be understood that this emergency authorization is required at this time due to the fact that these publications are printed far in advance of publication dates on account of their huge circulation and that the posting locations will be extremely difficult to secure on account of the scarcity of space.

Yours very truly,

JOSEPH RICHARDS COMPANY, Inc.
BARTON, DURSTINE & OSBORN, Inc.

Per Courtlandt Smith

JOSEPH RICHARDS COMPANY

NINE EAST FORTIETH STREET NEW YORK

December 16th, 1919.

Inter-Church World Movement of North America,
222 Fourth Avenue,
New York City.

Dear Sirs:

As soon as the joint agency - Barton, Durstine,& Osborn Inc. and Joseph Richards Company, Inc. - begin work on your contemplated spring advertising campaign, which work will start immediately, certain expenses of a preparational nature will be incurred.

In order that such expenses may be promptly met, it becomes necessary to request an immediate appropriation of $15,000.

This work involves the following general charges; paintings, drawings, sketches for the posters, magazines, etc., engravings; electrotypes; type-settings; etc.

The foregoing figure of $15,000 is an approximate estimate of preparational costs that will have to be met between now and the time that the General Board makes a final appropriation early in January.

Will you kindly advise us as promptly as possible, by letter, of the approval of the foregoing appropriation.

Very truly yours,

JOSEPH RICHARDS COMPANY
BARTON, DURSTINE & OSBORN, Inc.

Per
Courtlandt Smith

PROMULGATION GROUP

The Field Publicity, Periodical, Literature and Advertising and Distribution Departments, were grouped and some of the plans and official action were reported under title of Promulgation.

TENTATIVE PLANS OF THE PROMULGATION GROUP OF THE INTERCHURCH WORLD MOVEMENT AS THEY ARE NOW PROJECTED OR HAVE BEEN WORKED OUT IN CONJUNCTION WITH THE LEADERS OF THE VARIOUS FORWARD MOVEMENTS. January 8, 1920.

1. State Committees have been organized, or are in the process of organization, on the basis of denominational representation, in every state but one.

2. County Committees are being projected in many st ates.

3. State offices are set up in practically every state of the union. It is planned that the state office of the Field Department shall be the co-ordinating force of all of the activities of the Interchurch World Movement in the state.

4. The work of the representatives of the various Forward Movements should also be co-ordinated so that the work of the Interchurch World Movement and the work of the denominations shall be one.

5. The following series of conventions have been projected:

A. Forty-eight pastors conferences, beginning February 27.
B. Visitation to all of the denominational colleges, from February 15th to April 10th.

C. A series of County Conventions, beginning about February 15th and concluding about April 15th.

Running parallel with the county Conventions it is planned to hold three thousand Life Work meetings in the county seats where the County Conventions are held.

D. The foregoing to be followed by township or community conferences in from fifty to one hundred thousand townships, and concluding at the time of the financial drive.

E. Laymen's, women's, metropolitan and special conventions to be planned on as broad a scale as may be required.

6. Topical schedule.

January---Spiritual Resources.
February--Stewardship
March-----Life Work and an Evangelistic
Campaign culminating in a great

ingathering at Easter.
April... Financial Campaign. The last of April is the tentative date for the financial drive.

7. Special plans.

A. It is planned that the field campaign of PROMOTION shall be carried to the foreign countried, where spontaneous movements, such as the "China for Christ" movement, are already starting; these movements to be helped through existing channels on the foreign field.

B. In addition to the field campaign, a publicity campaign is planned, the program roughly to comprise the following points:

a. Complete news service to the entire religious press of the country.

b. Complete news service to all of the press associations for telegraphic distribution.

c. To cover all important state and county conventions and conferences with our own publicity reports to insure intelligent and accurate reports for the daily press in the area concerned.

d. Special feature stories for magazines and newspapers.

e. A mat service to all newspapers in the country which are able to use "mats". ($30,000. for this one item).

f. Boiler plate service to the country papers which can be reached in no other way.

C. It is planned to have a sixty-four page booklet for the Pastors Conferences, which will give the needs as revealed by the surveys and the requirements in men and money to supply the needs and the organization, and an abbreviated booklet for the County and Township Conferences. It will be necessary to issue probably a million of these booklets before the end of the campaign.

D. It is planned that there shall be a separate organization from the field organization for the promotion of the financial drive. The convention program of the two organizations, however, should be co-ordinated as far as possible.

8. The transformation of the Church from a field to a force.

Memorandum for Dr. Cory

Promulgation Group

1. The Literature Department is designed to serve the interests of all the departments of the Movement with reference to their requirements in the following respects:

   a. Promotional literature intended to bring the purpose and the program of the Movement to the attention of the public.

   b. Specialized literature to advance the particular educational projects of such departments as the Spiritual Resources, Life Work, Stewardship, Industrial Relations, Missionary Education, etc.

   c. The printed materials required in supplying the various departments with the forms necessary in carrying out the work of the Movement.

2. Practically all of the pamphlet literature of the Movement - as well as the stationery and forms - had been produced by the Literature Department, and also the preliminary surveys, both foreign and home.

3. The staff carrying on the present program of the Literature Department is as follows:

   Director, Associate Director, Superintendent of Editorial Division, Superintendent of Manufacturing Division, and such clerical and secretarial assistants as is needed.

4. In view of the increasing demands for literature this staff will need to be materially increased, at a very early date. Especially will this be true if the proposition endorsed by the Cabinet to produce a series of separate volumes, based upon the survey, is carried out.

5. The Literature Department has no budget except that required for the maintenance of its present staff; the bulk budget for literature being divided between the Advertising and Distribution Department, and the Sales Department, in the first case, to cover the literature for free distribution, and in the second case, to cover the literature which is offered for sale.

(Signed) Stephen J. Herben

Stephen J. Herben, Director
Literature Department,
Interchurch World Movement

PROPOSED PROGRAM OF ADVERTISING AND DISTRIBUTING DEPARTMENT

January 8, 1920.

The advertising in connection with our program for the next three months includes advertising in all classes of publications, including magazines and daily and weekly newspapers. Copy is being prepared for en eight to ten week advertising campaign in all religious newspapers and publications, starting in February. Advertisements will appear in many of the general magazines, woman's publications, farm papers, business papers and other publications, during the month of March.

The intensive advertising campaign in the daily press and weekly newspapers will be during the latter part of March and during the period in April up to and including the week of the financial campaign.

Bill-boards, street cars and other forms of advertising will form a background for the advertising campaign in the newspapers.

Pamphlets, leaflets and other publicity supplies and materials will be produced and distributed in large quantities through State Organizations and County units.

We have in preparation from four to six posters by prominent poster artists. Slides and moving pictures will be used.

Great care is being taken in the preparation of copy, which is now being written supervised by some of the leading advertising writers, who are familiar and experienced in the work of the Interchurch World Movement and special campaigns. These advertisements will be illustrated by the very best artists.

The manufacturing and production of our publicity supplies and materials will be pushed with all possible speed the moment our budget and program are approved by this Conference. We anticipate being able to commence distribution by March 1st and to complete the distribution to every County unit and to every church in the country during the month of March.

THE PUBLICITY DEPARTMENT

Tyler Dennett -- Director

--------oOo----------

Generally speaking, the field representatives of the publicity department will be placed under the general supervision of the field representatives of the field department in the respective areas where they are assigned to work. No field representative of the publicity department will be authorized to send out publicity material except with the approval of the field representatives of the field department working in that area.

Because of this necessary dependence of the publicity department upon the field department representatives, it will be necessary for the field department men to consult freely with the publicity representatives, not only to supply them with information which will assist them in local publicity, but also to advise with them about news which is in the process of creation. There should be the closest possible sympathy and cooperation between the representatives of the two departments in the field. Not infrequently the field department representatives can be of considerable assistance to them in planning programs and arranging meetings in such a way that the maximum amount of publicity may be obtained and the greatest good accomplished.

When the field department representatives begin the creation of the state and county Interchurch committees, it will be very desirable for them to mention the necessity for local cooperation in securing publicity and to create -- where there is some suitable person available -- a local voluntary publicity sub-committee, through whom the publicity department may work in approaching the local papers. It is not desirable to make the creation of such committee obligatory, but such a committee should be created where suitable people are available to handle the work.

The publicity department invites representatives of the field department to communicate freely with the publicity office in New York, stateing clearly the problems which they have to meet which might be solves through judicious publicity.

The publicity department is prepared to supply the representatives of the field department regularly week by week with typewritten interviews which they can use as a basis for dealings with reporters of local papers as they encounter them in the course of their work and travel.

It is extremely desirable that the representatives of the field department shall cultivate intimately the newspaper wherever they go and take time to call upon the editors, explaining to them clearly and carefully the significance of the Interchurch World Movement, both in its world-wide significance and also from the standpoint of the local community. It is important in talking with the editors of the smaller papers to be able to supply them with a large amount of local news with a large amount of local news with refenence to the Movement, including the names of members of the local committee, etc.

When the representatives of the field department receive from the publicity office any material designed for the local press, with the request that it be sent out to the newspapers, it is permissible for the field department representative to alter the copy in the interests of accuracy, or to meet local conditions. This liberty, however, should be used with caution and not exercised in such a way as to destroy the form in which the article has been prepared.

In case any given newspaper publishes an article unfriendly to the Movement, misrepresenting facts or showing prejudice, the information should be communicated without delay -- preferably by telegraph -- directly to the nearest publicity secretary of the Movement. When there is any doubt as to where the nearest representative is, the information should be sent direct to the New York office.

CABINET MEETING

held at 111 FIFTH AVENUE, February 27, 1920

Dr. Cory presented recommendations from the Promulgation Group as follows:

(1) That no books be published in the period previous to May 15th that do not bear directly upon the financial campaign or survey projects that are approved in the revised budget.

(2) This rule is not made to apply to the books of the Missionary Education Department. The publication of those books should be judged in the light of their revised budget. In view of the fact that their budget is self-sustaining, or practically so, the Group would advise that the Missionary Education Department should be allowed to proceed with the publication of its books.

(3) We recommend that the Interchurch World Movement shall establish the policy of publishing its own books -- such Movement and upon the special work which it undertakes. When a book has a general market value, it should be published by a commercial concern and not by the Interchurch. While the Interchurch World Movement may have cooperative sales relationships with denominational bodies, because of the very nature of our literature and books, we feel that it is wise for us to proceed with our interchurch publications.

(4) It is the judgment of the Group that the present method of publication, and the present principles of check on publication, should be followed. However, we recommend that Mr. Hill, Mr. Clark, and Dr. Herben be asked to exercise great discrimination in reviewing the various manuscripts, and to continually bear in mind the question of quality rather than quantity in the publications of the Movement.

Voted to adopt recommendations one, two and four, and that the third item regarding "The Interchurch Movement establishing a policy of publishing its ówn books" be referred to the Executive Committee.

The present practice regarding the publication of books and pamphlets is understood to be as follows:

(1) Any individual or any department may prepare any manuscript he or it pleased BUT

(2) No manuscript prepared as above shall be published until it passes through the following processes, namely, that it shall be submitted to the group to which the person or department preparing the manuscript is attached. If approved by the group the next step shall be.

(3) That the question of publication shall first be taken up with the Sales Department (Mr. Hill) or with the Advertising and Distribution Department (Mr. Clark). The manuscript is taken up with these departments to determine first whether it shall be issued without price or with price.

If with price, the Sales Department will be interested and will help fix the price, the size of the edition, etc. It will have power to veto publication, subject to appeal to the Cabinet, for the reason that it ought not to be asked to assume the responsibility for the sale of an article which will not sell.

It it be decided that the manuscript shall be published and circulated without price then the Distribution Department will have some power to veto, indicating whether or not in its judgment, it would pay to print and circulate the document.

(4) Up to this point the manuscript has not been printed but has been o.k.d. by the persons and departments indicated. The manuscript now goes to the Literature Department for editing and actual printing. When printed it will be turned over to the Sales Department in case a price is asked or to the Advertising and Distribution Departments in case it is for free distribution.

FINANCE COMMITTEE
March 22, 1920

PUBLICITY-ADDITIONAL APPROPRIATION.

Report from Advertising & Distribution Department filed with minutes received and read. The following appropriations were authorized:

1 - An additional amount for putting up balance of 5,000 24-sheet posters already prepared. This is in addition to the 9,000 authorized March 19th to cover merely the Cusack boards, about 1200 in all. This addition will cover the entire 5,000 - $15,000

2 - Religious Press Advertising exclusive of Methodist Denominational papers. This is in addition to the $10,000 authorized at meeting of March 19th at request of Mr. Dennett which was to include Christian Herald. $30,000

3 - Labor Press Advertising 10,000

4 - Newspaper Advertising as per Plan No. 3 dated March 22nd filed herewith 102,000

5 - Southern Newspaper Advertising - Additional amount to that provided for in Plan No. 3 above referred to 13,000

170,000

S U M M A R Y

-of-

TECHNICAL, TRADE AND CLASS JOURNAL PUBLICITY

JANUARY 15 to MARCH 31, 1920

	Stories Sent out	Stories Accepted	Circulation Secured
January 15-21	57	18	411,719
February	126	73	3,344,999
March	130	96	6,431,572
	313	187	10,188,290

Exclusive of 2,143,319 not yet heard from

(Signed) D.R.Simmons

C H A P T E R VI

FINANCIAL CAMPAIGNS AND UNDERWRITINGS

These official documents of the Interchurch World Movement have been gathered and grouped by subjects for convenience in reference. Care has been taken to avoid interpretation either in narrative or arrangement.

TABLE OF CONTENTS

	PAGE
Action of Forward Movement Leaders and action of General Committee with reference to date	1
Conference on Financial Campaign	8
Director for Financial Campaign	10-15
Report of Committee on Financial Ingathering	11
Report of Lyman L. Pierce	17
The Standard Plan for United Simultaneous Campaign	27
Letters Referring to Financial Campaign	42
Continuation of Financial Campaign	51
General Committee Meeting May 17, 1920	59
Dr. Taylor's Report	59
Mr. James M. Speers' Report	63
Minutes of Meeting	66
Second Financial Campaign	76
Plan of Ten Million Dollar Campaign	76
Report of Second Financial Campaign	87
Campaigb Discontinued	94
Business Men's Committee	94
Report of Business Men's Committee	94
Recommendation of Business Men's Committee	97
Actioh of Executive Committee	98
Minutes of First Meeting of Sub-Committee of Business Men's Committee	100
Statement of Mr. James M. Speers, Chairman of Business Men's Committee to General Committee Meeting July 8,	102
Underwritings	110
Underwritings Papers	116
Contract with Bank	120
Call for Underwritings	130
List of Underwritings	141

CHAPTER VI.

FINANCIAL CAMPAIGN *

The Forward Movement Leaders at a meeting held in New York September 19-1919 passed the following resolution:-

"At a conference of the representatives of the Forward Movements of a large number of evangelical churches held in New York City, September 19th, 1919, the following paper was unanimously approved:-

"We believe that the opportunities arising out of a united simultaneous financial campaign for the missionary and benevolent interests of the agencies of the evangelical churches of North America are so far reaching in their significance; and their reaction upon the life of the Church and the welfare of the world so profound that they strike a most wonderful hour in the history of Protestant Christianity; and that the duty of carrying on such a campaign is inescapable.

We are convinced that after the present surveys, including denominational and Interchurch, shall have been completed and then results fully tabulated, correlated and approved; and after the proposed united campaign of publicity shall have been completed, andthe entire Protestant Constituency of North America shall have been fully informed concerning the underlying spiritual objectives for which the funds are to be secured, the time will be most opportune for a united financial campaign upon the basis outlined by the Committee of Twenty in its original statement which has been duly approved.

We understood this united campaign to include the assembling of the budgets of all the cooperating bodies, together with such approved items as may arise out of the Interchurch Survey that have not been included in individual church budgets; that the total budget when reviewed and approved shall be apportioned to the entire country, by States, Counties and Cities; and that in the manner of collection of the funds in the individual community, the activities of each individual church in gathering its funds, and in sending them directly to its own agencies, be fully recognized and encouraged, while at the same time a united appeal shall be made by all of the cooperating agencies jointly to the Protestant Constituency of each community that is not included within the membership or constituency of any of its individual churches.

We are of the opinion that the months of March, April or May 1920, would be the most desirable time for such a united campaign.'"

The resolution adopted by the Forward Movement leaders at their meeting in New York on September 19th, was presented to the meeting of the General Committee on September 25th at Cleveland, Ohio. The "Committee on Organization and Field Work" reported as follows:-

"We recommend that the General Committee approve a united, simultaneous, financial campaign in April or May, 1920."

(Bishop Nicholson of the Methodist Episcopal Church asked to be put on record as voting against the financial campaign being conducted in April or May 1920.)

REPORT OF COMMITTEE ON TIME SCHEDULE FOR FINANCIAL DRIVE.

(Forward Movement Leaders Conferance November 5th, 1919 at Atlantic City)

The report as amended was adopted as follows:-

"We recommend that the united simultaneous financial drive be held during the month of April, 1920, it being agreed, however,

(a) That any denomination that finds it impossible to accommodate its plans to these duties shall have liberty to make the drive at another period coinciding as nearly as possible with these dates.

(b) That any denomination that finds it necessary to conduct its regular annual simultaneous Every Member Canvass in some other month than April shall not be regarded as disloyal to the Interchurch World Movement.

On motion it was voted as the sense of the meeting that the exact dates for the Financial Drive be left to the decision of the Executive Committee of the Interchurch World Movement.

The section of the Committee's report relating to the Topical Time Schedule was deferred to another time.

COMMITTEE Dr. William E. Lampe, Chairman
Dr. Homer McMillan
Mr. Walter Getty
Dr. S. J. Corey
Dr. S. S. Hough

DATE OF FINANCIAL DRIVE

(Executive Committee November 10-1919)

Dr. Cory presented report of the Committee appointed at Atlantic City by the Denominational Forward Movement Leaders to consider the time of the Financial Drive as follows:

"We recommend:

That the united simultaneous drive be during the month of April, 1920, the exact dates to be left to the Executive Committee; it being agreed, however:

(a) That any denomination that finds it impossible to accommodate its plans to these dates shall have liberty to make its drive at another period coinciding as nearly as possible with these dates;

(b) That any denomination that finds it necessary to conduct its regular annual simultaneous every-member canvass in some other month than April shall not be regarded as disloyal to the Movement.

(c) That the month of January be devoted to the development of the Spiritual Resources of the Church, the month of February to the Promotion of Christian Stewardship and the month of March to the Challenge for Life Service."

Letter was read from Bishop Nicholson, urging that the Financial Drive be not conducted in April.

Voted to approve the above recommendations, but to hold the question of the date of the Financial Drive until the All Board Conference in January, when the matter will be decided.

LETTERS OF JOHN H. WILLIAMS- head of ORGANIZATION and METHODS DEPARTMENT.

October 31, 1919

FROM John H. Williams
TO A. E. Cory
RE: Organization for Financial Drive
Copies to all Members of the Cabinet

With reference to your memorandum of October 30th enclosing one of the 26th from Dr. Pratt and one of the 27th from Mr. Brown, copy of which was sent to all associate general secretaries, I would like to make the following comment. You are already aware of my opinion in thismatter and I know that you are in sympathy with it. I am taking this opportunity to repeat it again merely as emphasis and because I have the excuse for addressing this memorandum to the entire Cabinet.

I believe that you should not lose one moment in securing a competent person to work out every detail in connection with the financial drive. I do not mean by this the high executive who will have executive charge of the campaign, but a trained organization man who will study the methods used and results obtained in recent campaigns of the church and consult with the executives who conducted them, and from this information and other facts obtainable, work out the details for your proposed campaign.

I think you should have every printed form which is going to be used and a hand-book for each class of persons who will participate in the drive written in full detail at the earliest possible moment. You need have no fear of getting them right the first nor the second nor the third nor the fourth time. If you start tomorrow there is not time enough to work these things over as much as they should be worked over to insure the best results.

Not only should these instructions be developed to the highest point of simplicity consistent with a full treatment of the subject, but the relation of the special enlarged organization which must be set up for the drive to the existing and standing organization of the Movement should be determined and specified in writing. The mind of the permanent organization should be matured with reference to this relationship so that, as the new people come on for the drive they will find a common understanding among the existing organization.

The difficulty in this situation seems to lie in the simplicitynof saying all of this as compared with the extreme difficulty in doing it. I am entirely without words to emphasize the importance of getting to work on this at once and I am glad of this opportunity of reiteration of what I have already said. You must never forget that however spiritual or effective the executives and speakers in the campaign may be, they can not secure

a result beyond the capacity of even the smallest wheel or the weakest link in the organization.

I know that there is no special provision for this service in the budget but it is my opinion that it is so important that there is not a single separate item in the budget which is of greater importance. In fact it seems to me to qualify every other item in the budget.

Presented by Mr. Williams
Cabinet November 11

John H. Williams
Dr. A. E. Cory
Properties Distribution
Copies to all Cabinet Members

The purpose of this memorandum like that of my recent memorandum on the subject of "Organization for the Financial Drive" is to get myself on record with every member of the Cabinet as to the imperative need for immediate action on these two subjects.

As I look out into the campaign ahead of us, I see the need for a highly developed and well organized mechanism for handling the physical things which will be involed in the campaign.

I see a picture of fortyeight state offices with something like two thousand county offices, and I have no idea how many local groups, all clamoring for the same thing at the same time. Unless there is a highly developed organization for the supplying of these things, there duplication will be enormous, to say nothing of the great number of persons, who, in spite of this duplication, will have to go without.

To appreciate the seriousness of the situation you have only to consider what it would mean to keep all of these offices stocked with the various things which they might have occasion to use, or on the other hand, if they are not all stocked in this way there us not a highly developed centralized control, how impossible it will be for them to get the desired literature, lantern slides, etc., at a given point at the necessary moment. I do not believe that it is extravagant to say that the unavoidable cost of duplication which will be necessary without a highly developed centralized control will be at least 25%. You will certainly spend from five hundred thousand to a million dollars in properties of this kind. If the saying through a centralized control were only 10%, it would be financially desirable from the standpoint of efficiency.

I have given this matter a great deal of thought as also the one covered by my memorandum on "Organization for the Financial Drive" above referred to and I unhesitatingly recommend and urge you to secure the two best men that you possibly can at the earliest possible moment, to begin work on these two problems.

I do not refer to the executive who will be in charge of the campaign, I refer to trained organization and methods men - men who have the training, background and experience to know to investigate and how to get methods for accomplishing given ends. The securing of the executive to be in immediate charge of the campaign work can be post-poned, but unless investigation and determination of methods is started at once, he can not hope to do more than to muddle through.

Without the provision above suggested I do not hesitate to say that you will either bungle through or expend a sum of money in obtaining your results which younwill be sorely embarrassed to justify should anyone call upon you to do so. Our war organization is ample illustration that if money is no consideration you can accomplish almost anything with virtually no organization. On the other hand, it is an equally good

illustration of the economy of spending money upon planning and predetermining methods prior to the occasion for using them. This, more than anything else, enabled Germany to hold out for four years, and the lack of it is the one and only reason why the Allies took four years to overcome the Germans.

CONFERENCE ON FINANCIAL CAMPAIGN

A conference was held in the Union League Club, Wednesday, December 3rd, at a 12:30 Luncheon.

James M. Speers was the host.

The purpose of the conference was to have a thorough discussion of the proposed financial campaign of the Interchurch World Movement.

Present: Messrs. A.E.Cory, Fred I. Eldridge, W. H. Foulkes, E. N. Huntress, E. M. McBrier, C. C. Michener, John R. Mott, Lymon L. Pierce, James M. Speers, S. Earl Taylor, David W. Teachout, C.M. Ward, A. H. Whitford, John Williams, M. C. Williams, C.N. Wonacott and W. B. Millar.

Dr. Mott presided.

After Dr. Mott had stated the object of the meeting and described the organization and program of the Interchurch Movement, he proposed the following topics for discussion.

(1) Timeliness and wisdom of the drive proposed for April , 1920.

(2) Other financial drives to be held during March and April

(3) Factors essential to success.

(4) Adoption of a time schedule, is success is to be secured.

(5) Coordination and amalgamation of denominational movements and the Interchurch Movement.

(6) Suggestions for securing campaigneers.

In the discussion which followed, the following questions were raised and suggestions made.

(1) As the migration of wealth begins about the middle of April, would it not be well to have the campaign start earlier than May 1st?

(2) When will the Surveys be printed? Will it be possible to get the message of the Surveys to the churches by April?

(3)(The consensus of opinion seemed to be, after a thorough discussion, that in view of all conditions, the latter part of April and the early part of May would be the best time for the campaign.

(4) Attention was called to: The weariness existing throughout the country towards campaigns; the multiplicity of local drives now in progress and that will be started during the next few months; the $7,000,000 campaign in the musical world; the American Library Campaign

for $3,000,000; and many college drives. It was stated that there had not been a successful financial campaign in New England since the War Work Campaign in November, 1918, but that in spite of this, the Interchurch Campaign had captured New England. It was urged that nothing should be taken for granted but that the organization should be thorough from the ground up.

(5) There seems to be a loss of idealism and morale among business men in connection with giving money; they are less inclined to give now than ever before, although ready to invest large sums for financial profit.

(6) Is there danger of a financial collapse within the next few months? Advice and counsel should be sought from banking and commercial leaders. There seems to be pessism among business men at the present time.

(7) Among the factors essential to success, acceptance of a standardized plan was urged, one under which all denominations would work- a Protestant merger-each denomination to get a certain percent of the whole amount. Some thought that while this was ideal, it was not practical as the large givers would withold their subscriptions to such a Merger Fund in order to give to their own denomination.

(8) Attention was called to the danger there might be in a denomination raising its quota and then stopping there.

(9) Question was raised as to whether it would be better to have denominational teams or union teams,

(10)Suggested that each denominational group should canvass its own denomination and then that the groups should come together to canvass all outside of the churches.

(11)The concensus of opinion was that it would not be wise to let the impression get abroad that one campaign would follow another but that it would be better to have all the canvassing done at one time.

(12)The Interchurch will encourage the giving through denominational channels. The thought is to strengthen the units, such as the New Era Movement and other denominational Forward Movements, and then to federate them.

(13)Amounts already raised by the Centenary and other movements should be credited to the total amount to be raised.

(14)There is an urgent necessity of adjusting denominational campaigns and fitting them into a standardized plan, as well as a necessity for settling soon upon a plan for financial promotion and getting this clearly into the minds of prominent laymen and clergy and having them ready to promulgate this at the Atlantic City conference in January.

(15) Suggested that there should be a united General Committee in charge and then a division into a sub-committees in charge of denominational campaigns.

(16) Emphasis should be laid on the necessity of getting the right kind of men as campaign directors and getting them lined up immediately.

There should be a separate financial organization with a national man selected as the leader. It was suggested that this man would be connected with the Interchurch so as to give the clergy confidence in the campaign being a real church enterprise. An outstanding business man should be secured as chairman of the financial organization, just as Henry P. Davison was of the Red Cross.

(17) The hope was expressed that an attempt should not be made to secure Y.M.C.A. men as directors, as many of them have just returned to their work and in many cases could not be obtained, and their refus l to serve might be misunderstood. Suggested that many preachers, having financial and executive ability, might be secured.

(18) The leadership in this campaign should not be entrusted to the clergy but the laymen should be called out and the leadership placed on them.

(19) Emphasis was placed on the danger of the leaders now in charge of county and other committees considering themselves the leaders in the financial campaigns, where as they were appointed for promotional work only.

(20) The problem in small and large cities differ radically, in many of the smaller places the promotional and canvass committees would be composed largely of the same people.

(21) Emphasis was laid upon the necessity for united intercession as a means of bringing all the forces together.

DIRECTOR FOR FINANCIAL CAMPAIGN

(Cabinet Meeting, Friday, December 12th, 1919.)

Dr. Cory stated that a group of men had been called in conference at the Union League Club regarding plans for the Financial Campaign and that it was the sense of the Conference that there should be a separate organization, with a Director, for the financial campaign.

Voted to ask Messrs. Taylor, Mott and Cory to nominate, at the very earliest opportunity, a Director for the Financial Campaign, and report back to the Cabinet.

Mr. Williams raised the question of how the expenses of the financial campaign could be estimated for the forthcoming budget and this was referred to the same committee.

FINANCIAL CAMPAIGN

The Financial Campaign had been discussed and the Forward Movement Leaders had recommended a date for the consideration of the General Committee, but up to the time of the World Survey Conference, January 7th to 10th, 1920, no definite preparation had been made for such a campaign.

The committee on financial ingathering reported at this conference as follows:-

REPORT OF THE COMMITTEE ON THE FINANCIAL INGATHERING

Committee

Dr. C. H. Patton, Boston, Mass. Chairman
Dr. J. Y. Aitchison, New York
F. W. Ayer, Philadelphia, Pa.
Dr. W. B. Beauchamp, Nashville, Tenn.
Hon. Thomas E. Bradley, Chicago, Ill.
Henry Bond, Brattleboro, Vt.
Mrs. Lincoln M. Coy, Chicago, Ill.
Miss Mabel Cratty, New York
President David M. Edwards, Richmond, Ind.
Mrs. C. D. Eulette, Chicago, Ill.
Dr. Fred B. Fisher, New York
T. O. Fuller, Memphis, Tenn.
Lee W. Grant, St. Louis, Mo.
Ralph W. Harbison, Pittsburgh, Pa.
Colonel E. H. Haskell, Boston, Mass.
Dr. H. C. Herring, Boston, Mass.
Miss Florence Hooper, Baltimore, Md.
Dr. S. S. Hough, Dayton, Ohio.
George Innes, Philadelphia, Pa.
Dr. C. S. Johnson, Pittsburgh, Pa.
Dr. William E. Lampe, Philadelphia, Pa.
Judge H. Walton Mitchell, Pittsburgh, Pa.
Lyman L. Pierce, New York
F. M. Potter, New York
Mrs. F. M. Potter, Metuchen, N. J.
Fleming H. Revell, N. Y.
G. M. Rodefer, Bellaire, Ohio.
C. A. Rowland, Athens, Ga.
J. B. Spillman, Columbia, S.C.
Mrs. H. R. Steele, Nashville, Tenn.
Ambrose Swasey, Cleveland, Ohio
Mrs. James A. Well, Jr., Madison, N.J.
A. H. Whitford, Buffalo, N. Y.
Charles M. Wonacott, New York

PREAMBLE

"For the first time in the history of the Christian churches of North America they have ascended the mountain top and cast their eyes over the whole world. The Surveys have revealed the marvelous blessings which Almighty God has vouchsafed upon the efforts of His Church but they have also revealed the magnitude of the unfinished task and the inadequacy of the efforts which the church has as yet put forth. These Surveys stand before the Christian church as the greatest challenge it has ever faced since it received the Great Commission.

The church can meet this challenge only as it pours forth its life and its recources. Its young men and women can respond to the Maceinian call of this modern world only as the church shall send them forth. The dedication of its wealth is as truly an act of worship as the dedication of its young life. God is calling upon the church to lay both upon His altar at the crucial hour. This Financial Ingathering in which we are about to participate should be an unparalleled expression of the spiritual power of the Christian church. As stewards of the boundless resources which God has entrusted to us in these days we are now to give account of our stewardship.

Financial Ingathering

We cannot but feel that the marked impressiveness of these Surveys has been due to the fact that they have been the initial study of the whole field by the whole church. So the success of the endeavor to meet this challenge will be more certainly assured by the united effort of the whole church. This campaign, therefore, should be a united simultaneous financial ingathering. Some of the considerations which lead to this conclusion are as follows:-

Reasons For Financial Ingathering

FIRST: The church will for the first time be able to challenge the attention of the world by projecting the whole program of the whole church.

SECOND: At this crucial time the world needs every possible evidence of the oneness in aim and effort of the Christian church.

THIRD: It will make available for the whole church the experience and wisdom of all cooperating bodies.

FOURTH: It will serve to eliminate many competing appeals by concentrating the efforts of the churches upon this one inclusive and cooperative enterprise.

FIFTH: The very greatness of the task will serve to increase the interest and sacrifice of the members of all the churches.

SIXTH: It will enlist the cooperation of the millipns of people who, though not members of the church, are nevertheless sympathetic with its program.

SEVENTH: It will effect greater economy in administration, through common efforts in publicity, conferences, etc.

EIGHTH: It will facilitate the solution of two of the largest, most important problems before the churches, viz., the entrance of unoccupied fields at home and abroad, and the adequate provision for many projects of special concern to some or all of the cooperating bodies.

RESOLUTIONS

In view of the above considerations we recommend:

Financial Ingathering

1. A united simultaneous financial Ingathering for all participating denominations. The Financial Ingathering will be simultaneous in that the appeals will be made by the cooperating denominations to their own constituencies at the same time. It will be united in that there will be one approach to the large accessible general constituency not now numbered among the members or adherents of the various denominations. It is suggested that this united approach be made by a representative committee chosen by the cooperating churches of the community.

Date.

2. That the dates of the United Simultaneous Financial Ingathering be from Wednesday, April 21, 1920, to Sunday May 2, 1920, inclusive.

Budgets

3. That the national budget shall be the sum total of the budgets approved and accepted by the various denominations.

Quotas

4. That each denominational body be requested to make out a quota distribution in conference with the leaders of the Interchurch World Movement and that it be left to the local communities to combine these quotas where practicable.

ESSENTIAL FACTORS

In making the above recommendations we would call attention to what we consider to be essential factors for the success of this enterprise:

FIRST: Responsibility for the financial organization and promotion should rest primarily upon the laymen of the church. In the selection of leaders in every department of the campaign organization, care should be exercised to secure outstanding and experienced laymen and ministers.

SECOND: There should be general recognition on the part of the denominations of the value of an intensive campaign with a unified plan representing a standardization of methods.

THIRD: There should be the closest coordination between the denominations and the Interchurch Field organization with its convention and educational campaigns in promoting the nation-wide Financial Ingathering.

FOURTH: We would urge the exercise of Christian forbearance in the promotion of campaign methods and in the making of

necessary adjustments in order that this enterprise may become a demonstration of the willingness of Christians of various connections to work heartily together for the furtherance of the Kingdom and the answering of our Lord's prayer "that they all may be one."

Signed C. H. Patton,
for the Committee.

AMENDMENT BY GENERAL COMMITTEE TO REPORT OF THE COMMISSION ON FINANCIAL INGATHERING INTERCHURCH WORLD MOVEMENT.

RESOLVED: That the Executive Committee be instructed to arrange at the earliest moment for a conference of the leaders of the denominational Forward Movements for the purpose of securing a full understanding as to the relationship of each to the educational campaign and the Financial drive of the coming Spring. A central aim of such conference would be to secure full and equitable adjustment of relations and interests between denominations which are able to participate fully in the financial campaign and those whose participation by reason of recent campaigns must be to a limited degree.

These resolutions determined that the Campaign should be a United Simultaneous Campaign and that it should be held April 21st to May 2nd, 1920.

This committee also recommended that a joint meeting of Forward Movement Leaders and the Executive Committee of the Interchurch World Movement be arranged for a very early date. This meeting took place January 20th, 1920.

Prior to the joint meeting the Executive Committee held session at which Dr. Taylor introduced the following resolution which was passed:-

"Whereas the time element is one of the practical consideration in the preparation for the United Simultaneous Financial Campaign, in view of the fact that we are expected to accomplish in about ten weeks the normal work of several months, and

Whereas in consideration of this situation, practically every decision constitutes an emergency decision,

BE IT RESOLVED that the Chairman of the Executive Committee and the General Secretary be and they hereby are empowered to select a National Director of the United Simultaneous Financial Campaign; and

BE IT RESOLVED that a small national campaign committee of accessible, experienced men who have been related to enterprises of this kind be named by the Chairman of the Executive Committee

and the General Secretary of the Interchurch World Movement and the National Director of the United Simultaneous Financial Campaign, and

BE IT RESOLVED that this campaign committee be given power to act on all matters relating to the conduct of the campaign, within the general limits of a budget to be approved by the Executive Committee, and

BE IT FURTHER RESOLVED that in the detailed conduct of the campaign the National Director shall be assisted by a Cabinet including representatives of the various cooperating Forward Movements.

Upon motion, the foregoing Resolution was unanimously adopted.

Dr. Taylor presented the following Resolution which, upon motion, was unanimously adopted:

> Whereas the securing of an experienced, able and consecrated personnel to conduct the United Simultaneous Financial Campaign constitutes an imminent and extraordinary problem which must be handled without delay,
>
> BE IT RESOLVED, that within the limits of the foregoing Resolution, the national campaign committee and the National Director are hereby empowered to deal directly with and enter into contracts with all persons upon whom they agree as suitable for this special temporary service, on such terms as seem to them necessary or advisable."

It was announced at the meeting of the Forward Movement Leaders later in the day that Lyman L. Pierce had been selected and approved as Director General of the United Simultaneous Financial Campaign.

The full account of the meeting of Forward Movement Leaders can be found in the Chapter on Relationships.*

The work of organizing the Financial Campaign went forward rapidly and the minutes of the Executive Committee of February 3rd record the following development:

> "Mr. Lyman L. Pierce outlined plans for the Financial Campaign, covering Regional, State and County Conferences. Mr. Pierce stated that the Denominational Forward Movement Leaders had agreed to abide by the decision to postpone the Financial Campaign one week if necessary. After discussion it was the concensus of opinion that the campaign should not be postponed, and upon motion it was
>
> Voted that the dates of the Financial Campaign be fixed for April 25th to May 2nd.

---

*See Chapter II Page 35

Mr. Pierce also presented proposed maximum budget of $1,494,220 covering expense of putting 460 campaign men into the field, including salaries, expense of state conferences, headquarters, etc.

Voted to adopt the Financial Campaign budget as presented as a working budget, and refer the budget to the Finance Committee, in consultation with the Campaign Committee and the Campaign Director."

LYMAN L. PIERCE'S REPORT.

Soon after the close of the first Financial Campaign Lyman L. Pierce, who was the Director General, submitted the following report. This report was never published.

> "This report is designed to be a fair statement of facts and conditions which have been disclosed during the campaign, supplemented by impressions based on experience. It is intended to be constructive. It is not written in the spirit of criticism. Major emphasis is put on the Group B or friendly citizens part of the campaign because the problems were largely centered there.
>
> Pressure has been the dominant condition, and the weakness in the denominational campaigns and in the friendly citizens effort, have been very largely traceable to this pressure.Some men have been carried away by the zeal of their own splendid undertakings and under the pressure of these undertakings have sought to secure maximum results in the participating churches, by the most direct methods, which methods would not have prevailed under normal circumstances. Other men have been cold and critical and captious, because of wrong points of view which time could have healed. Within the Interchurch Movement itself there has been the most splendid morale, the most self-denying cooperation, and the most devoted self-sacrifice.

I

THE PLAN

The standard Plan has been used by practically all of the participating denominations. Some have used it to the exclusion of all other plans. It is gratifying to be able to state that the degree of success attained in the denominational campaigns has been in almost direct ratio to their sticking fast to the Standard Plan. The plan as it relates to the local churches has developed practically no weaknesses. It has stood the test perfectly.

The plan, as it relates to the Group "B" or Community Campaign, of doubtful expediency from the first,has proven impracticable, for the following reasons:

The Group "B" plan was based upon securing a very large sum of money from a list of people from which had been eliminated church members and contributors to churches. It also eliminated members of church organizations, so that the net result was a list made up of people who were not interested.

This group "B" thus robbed of its vitality, was to be canvassed by solicitors recruited one from each local church, plus friendly citizens of the community who were not interested in church work. These church workers were not contributed by the churches but were restrained from enlisting because of pressure of local church campaigns.

The Group "B" list was to be partially made up of lists of friendly citizens to be provided by the local churches thus giving at the outset, theoretically, a list of friendly citizens. All group "B" lists were to be checked with Church lists so that duplication of solicitation might be eliminated. The result was, that while many local churches made up Group "B" lists, under the pressure of their denominational efforts they retained them and canvassed them for the denominational funds, In fact, the Group "B" lists were largely absorbed by the churches. Futhermore, the local churches generally refused to submit their Group "A" lists, because they could not be made to understand that the purpose of this checking process was to protect their own lists and not to make use of the lists.

The plan also called for the securing of a double organization to act simultaneously. It was highly desirable that this secondary organization be made up of churches. While many churchmen were willing to respond to this call, they were in the majority of cases, discouraged by their local church influences because of the pressure under which local churches were working.

These and other difficulties were foreseen. I took the position from the outset that we were dealing with a very uncertain and intangible thing. I took this position within the very inner circle of our counsellors at headquarters but pressed with the utmost vigor throughout for one hundred percent results.

At the outset, the financial Cabinet, which was the group of denominational Campaign Directors associated with me, approved my plan which called for a single organization built up around the local church teams. This plan called for the augmenting of local church teams by the addition to them of friendly citizens, which group of teams would canvass their local church constituency and also their fair share of the Group "B" lists. It was felt that this canvassing by all the local churches of their fair share of the Group "B" lists, as well as Group "A", would make in the first place, a natural alignment of teams which could be mobilized because of their accessibility and possibility of close contacts, and in the second place, that if all local church teams were canvassing Group "B" lists each would be willing to maintain the identity of the Group "B" fund.

This plan was rejected by the National Campaign Committee, for what seemed at that time to be good and sufficient reason.

My impression is after the experience of this campaign, that the original plan would have yielded far larger results and would have made possible the throwing of all the forces of the general campaign organization into the building up of strong organizations in the local churches, and would have been an immense influence in creating the community spirit through united report meetings which seemed to be impossible under the double plan.

It has been a source of weakness in the present campaign that there has been in all regional, state, and county conferences, the necessity for double training periods, one on the

denominational and local church campaign and the other on the community campaign. These have confused, developed partisanship and divided interest.

There has been the utmost loyalty to the plan on the part of everybody; there has been the most stupendous effort to overcome the difficulties, but the results simply could not be obtained. Had the Interchurch campaign done nothing more than provide a plan it would have justified its existence.

II

THE TIME ELEMENT

The first two or three meetings of the Forward Movement leaders, and of the Interchurch forces, were absorbed to some extent in the most earnest and emphatic effort to secure an extension of the time for the campaign. It was felt that neither the churches, nor the friendly citizens, had beenprepared through a process of cultivation, for the campaign. It was felt that ten weeks was altogether an impossible period within which to build up an organization. It was fully a month too short a time to build up the denominational organization necessary even though the lines of cleavage were well defined, the channel through which action was to be taken was clear-cut and the constituency was both accessible and under the the influence of the pastors who could readily be mobilized.

Because the month of May is so largely a month for the meeting of church judicatories, it was finally decided - under most vigorous protest, - that the time must of necessity be not later than May 2. From that time on, all discussion of this matter was sidetracked and the most terrific pressure brought to bear to build up the organization.

We first held several regional conferences for state leaders. Despite haste these were successful.

We then held a series of state conferences for County Leaders-largely laymen. These were very successful inthe main, attended by from 100 to 600 denominational and citizens county representatives. In several instances they were declared to be the most successful religious gatherings ever held in the state.

The next step was the county Conferences which were joint conferences with the Field Department.

The nearness of the campaign here began to assert itself. In many cases county leaders after their training in the state conferences had but four to five days to assemble the community and local church leaders. These were joint conferences with the field department. There was confusion due to divided leadership of field and campaign departments. These county conferences so essential to success were of necessity hurriedly assembled because it was essential to have a period for local preparation. The county conferences which would have been wonderful with two weeks additional preparation were hurried and superficial.

When we got down to the local community the campaign was almost upon us. The forces worked night and day but were only 50% ready when the gong sounded.

No mistake was made in demanding additional time. It was deplorable and disastrous to undertake such a task, demanding three processes, in less than five months.

But there seemed to be no alternative. It is certain that there was no other process possible than to approach the community by way of state and county conferences.

The Director General should have met all directors out in the field at least twice. The necessary pressure from headquarters made this impossible.

It should never be neglected again. It would add millions to the results.

It is not necessary to point out that the time was bad. No time is ever good for money raising. There can always be advanced an unanswerable argument for conducting a campaign at some other time. There were, however, peculiar difficulties which beset us. There was a large measure of business uncertainty due to strikes and rumors of strikes. The reactions from the war have seemed to seal the minds and wills of even the noblest and finest Christian men and women against participation, either by service or giving in financial undertakings. This is the paramount reason why this campaign was wise in the extreme. If there is a menace to the peace and security, and well-being of our nation, it is this very tide which has set in against the great benefactors that must have a response from the American public, for the sake of these agencies/and for the sake of the American public as well. Great forces must be set in motion which will turn this tide of selfishness and reaction and materialism, or America's last state is going to be worse than the worst state of any other nation in history. Despite this philosophizing, however, this condition was one which had to be met.

III

PERSONNEL

It was necessary to build up one line of paid personnel. This was done through the enlistment and training so far as possible, during a period of thirty days of about four hundred and fifty of the best available experienced leaders. Here again the difficulties were almost insurmountable, because of the price that the best of such leaders had been obliged to pay during the war, and because of the haste necessary. However, Y.M.C.A. Secretaries, ministers, teachers, business men, and others, were secured and set to work. To much cannot be saidin praise of the spirit of these men; -there has never been finer devotion; no group of men ever invested the talentswhich they had with more earnestness and devotion. Many of them were one talent men; some of them were men of superior and very great ability and experience - all of them, experienced or inexperienced met with the same result. If mistakes were made they were as quickly rectified, if such

a thing were possible. In the main, the adjustment quickly to relationships with other agents in the field were made to a degree of satisfaction which could hardly be expected. I wish to record my conviction that with the possible exception of half dozen men, these men wrought miracles in the progress which they were able to make during an unbelievably short space of time. There were break-downs, there were failures, much of the work was disappointing and apparently without results, but almost always the men were faithful and did their best.

An analysis of this personnel indicates that the first line of men were veterans who know every step of the way and who had always succeeded in their campaigns.

Two hundred or more of the others were successful leaders who responded to the Interchurch appeal at personal sacrifice but who paid the price.

Some of these men have almost broken under the strainnof disappointment.

If I had the task to do again with my present knowledge I would by actual count select 65% of these men in preference to others who might be available.

Do not discount the organization. It was a miracle to have built up so successful a personnel. The paid directors did not fail.

In cities like Boston, Pittsburgh, Cleveland, Columbus, Chicago, Cincinnati, Indianapolis, Minneapolis, Omaha, Lincoln, Seattle, Los Angeles, and others, committees were built up and teams of workers enlisted which rivaled those of war times. They fought hard but the elements of success were not there.

Numerous instances occurred where 200 workers secured results of $100 to $500 per day.

In New York with 350 faithful workers the average popular results were less than $5 per day per worker - an unbelieveable result if conditions were not known.

In hundreds of instances these devoted directors contributed greatly to the denominational results. They put on pressure, checked up progress, reported weaknesses and sought to overcome them and during the campaign itself were an invaluable influence in stimulating reports and results.

You may discount general impressions to the contrary. In many cases they were almost the sole stimulus in the midst of opposition and inertia.

I would undertake to substantiate the statement that in most cases these men were of immense help to denominational campaigns.

IV

LACK OF COOPERATION

This was of two kinds:

FIRST: The lack of cooperation due to absorption in the denominational tasks. Despite all efforts to counteract it, the two lines of campaign tended to rob each other. Therefore, when it came to the test, pastors and church leaders insisted upon allegiance to the local church campaign. This position was recognized and accepted as logical and inevitable. As pointed out above, the Group "B" lists which the local churches were asked to prepare, seemed to be recognized by a majority of the local churches as a very excellent suggestion, which they immediately prepared to carry out and appropriate. They should not be criticized too severely for this because our attitude has been from the first that we were all working to a common end and the natural inference would be by those who wished to fortify their position that the money might as well go in through one channel as through another. We should be gratified if the money has been secured as we are positive it has been in many thousands of instances.

When the campaign was in progress the pressure denominationally was so great and the denominational zeal in some instances so intense that several denominations canvassed every Group "B" name available with the deplorable duplication of effort which the plan sought to obviate.

The climax came when those who had actually contributed to the Group "B" fund were solicited to designate their gifts to the denominations. This was done in such volume that the national Group "B" fund actually decreased in the daily reports about the fifth and sixth days of the campaign.

Again the motives were zeal without wisdom. "If the funds were to go to the denominational treasuries why not directly instead of indirectly," they said.

SECOND There was the lack of cooperation due to active opposition. This has been the heartbreaking, soul-racking element in the campaign. In city after city where unexpectedly strong committees of business men have been built up, they have lost heart because of the onslaughts of some leader of the church who has either damned with faint praise or has penetrated the whole community by his unjust, ill-advised and unfair public deliverances. It can be said as a fact that many of thousands of men who were ready to serve in the community campaign have been discouraged and deterred because of the active oppoistion of their church leaders. We had enlisted these men in a cooperation of churches. In every important center they soon discovered how this cooperation is limited. The load of dissension has been too heavy to carry.

Without doubt, this whole unfortunate opposition is the one hundred percent argument for a much longer period of careful preparation. Analysis of the opposition in practically every instance shows that it is based on both lack of information and misinformation. So many cases of the change of attitude, which has resulted from painstaking cultivation and reasoning, have come to us that the process seems to be perfectly assured in its results wherever the light can be let in. It is not necessary to carry on a great controversial propaganda. It is only necessary to continue with great care the process which has been so well begun in order to win by the very force and ligic of our position any reasonably intelligent man.

However, it is a deplorable and heartbreaking fact that today some of the Christian communities are shot through with un-Christian, biased, and absolutely false and vicious opposition to those who have set their faces to the front in this remarkable and inspired cooperation.

V

CAPITALIZATION BY LOCAL ENTERPRISES

If we could enumerate the disadvantage to which we have been subjected by the insistence of local enterprises to ride in on back of this campaign, it would reveal a most illuminating situation. We have set our faces as squarely as possible against this tendency to absolutely vitiate all our efforts. Numbers of these have campaigned for designation despite the greatness of the whole unified program. One of the great lessons of this campaign is that there should be in the next one a very clear-cut and well understood policy against designated giving though it cannot be inflexible. If it were possible to capitalize the interest and loyalty to the whole united group of laudable and admirable enterprises of the church and make the efforts of each productive for the great united appeal, it would be a distinct step to advance. It would be a real victory in itself to get the leaders of all enterprises to risk their whole concerted and concentrated effort on the success of the one great enterprise, rather than the present attitude of protection of their own to the exclusion of the common good.

LACK OF CONCENTRATION

VI.

Looking back over the campaign it becomes apparent that in the most natural and commendable spirit a situation arose which, for a considerable part of the preparatory stages of the campaign, tended to lack of concentration. There were too many things on at the time the campaign was suddenly sprung upon the Movement to make it possible to side-track everything immediately in the interest of this one enterprise. It has been very unfortunate that so many of the great, wonderful opportunities of the Movement have of necessity been met as emergencies. One has followed on the heels of the other. Pastors, and churches have been confused at times and therefore, they discounted to some extent the importance of the financial campaign. For a time, this was also true of the regular

---

employed officers of the Movement in the field, although generally speaking cooperation could not have been finer. All positions have had to be carried by storm rather than by siege. The work has not been hand picked, but has been machine made. This is but the statement of a regrettable necessity. The processes that have thus been started are invaluable and must be continued.

VII

LAY COORDINATION AND COOPERATION

Up to this date the very nature of the Interchurch World Movement has placed the emphasis upon the cultivation and enlistment of the ecclesiastical forces only. During the early period of building up the organization for the financial campaign, the pastors' conferences were being held. The campaign would have been greatly strengthened had we been in time to supplement the pastors' conferences by the addition of lay forces, either simultaneously or as a real part of these conferences. This mingling of heat and cold would have given us a very comfortable temperature. The climate conditions of frost and fever-heat have tended to a state of climatic chaos,-cyclones in some spots, ice gorges in others. It has been perfectly refreshing to see how temperatures have been equalized and made not only livable but enjoyable, wherever there has been the proper blending. This desirable state is the one toward which all present processes in the Movement are steadily tending. If the laymen's national cooperating committee can be enlarged and developed it should be very helpful. It would afford an influential point of contact with the entire community. The churchman will respond to a real challenge. This challenge is not lacking.

IX

FINAL OBSERVATIONS

Out of all these experiences has come one great conviction. Never has the Kingdom of God produced such a conception as that which we represent. Never has the spirit of God been used with such effect as has been the case in thousands of instances in the Interchurch World Movement. The seed is planted here, which is the hope of the Church and the hope of the world. The difficulties can be surmounted. The process must be continued. All the unjust and unfair influences must be overcome. Processes of cultivation must go on. The idea of the united campaign is one of the greatest of all the conceptions that have been born through this God-given Movement.

Let us not regard the results of this campaign as a defeat. To have faced the conditions, such as have been set forth with an attempt at perfect fairness and fulness in this report, and to have raised a sum which will approximate two hundred million dollars, within a few weeks, when the process is completed, and the reports are in is the greatest achievement of the church one of the greatest results of concerted action that the world has known. The man on the street regards the results of this campaign as remarkable almost beyond comprehension. We can re-

gard it as a great achievement for the Kingdom of God, or we can limit our conception of it, and turn victory into a cause of depression.

We have done an invaluable piece of laboratory experimenting which is worth millions of dollars to the church. The fruits of this pioneering should not be lost.

I wish to record personally and on behalf of scores of those who have worked with me throughout the nation, a sense of very great and abiding blessing which has come. It has been an experience beyond compare in the privileges which have gone with it. The gracious presence of our Lord throughout has made burdens seem as nothing in comparison with the rejoicing which has come in the midst of difficulties.

X

RECOMMENDATIONS

(1) The Interchurch World Movement should be in a position to advise, plan for and conduct financial undertakings for the churches. It should be a clearing house of ideas, a source of information, a means for preventing duplication, a guide in coordination and prevention of needless overlapping.

(2) The Movement should assume that the present experience justifies and makes necessary future efforts of like nature. It should begin at once to prepare for the next campaign.

(a) By cultivation of constituents.

(b) By meeting criticism through letting in the light.

(c) By preparing itself to take the direction of all enterprises as required.

(d) By building a lay leadership.

(3) The next campaign should be under one director in fact as well as theory. He should name the denominational directors, of course subject to denominational approval. This would insure:

(a) A uniform setting up and training of workers.

(b) Unified publicity.

(c) The best use of denominational leaders (for example, there are numerous men who can serve their own communions equally well when they are available for leadership with all. One weak spot in the present campaign has been that several great leaders have been limited in their influence by this.

(d) Complete centralization for the campaign period and absolute understanding.

(4) There should begin at once the preparation of a list of key people covering the nation. These should be cultivated, informed of steps under consideration, consulted and be ready for conferences as important enterprises approach.

(5) The list of volunteer county directors should be maintained, strengthened and kept informed. A leader or group of leaders in every county and community should always be ready for the business of the Kingdom.

There are as a result of this campaign such county leaders in 80% of the counties. There are community committees of great strength and influence in 75% of the important centers.

(6) The paid personnel of the Movement and of the denominations should be undergoing a continuous process of training for Kingdom financing. Whenever an important conference is held "Ways and Means" should be considered.

(7) As a World Movement we should by the most complete powerful and persistemt means seek to turn the hearts of the American people to the maintenance and increase of the spirit of service and self-denial and sacrifice for which the war was responsible.

THE STANDARD PLAN

U N I T E D

S I M U L T A N E O U S

C A M P A I G N

APRIL 25--MAY 2

1920

REVISED EDITION

for

Community and Church Campaign
Directors.

CALENDAR OF THE COMMUNITY CAMPAIGN

APRIL 10 to 20---Community Conferences in Communities having two or more churches.
Local Church Conference in communities having one church.

APRIL 11--"Educational Sunday"--sermons or addresses on the Financial Campaign.

APRIL 12---Completion of "Group A" and "Group B" Lists.

APRIL 14---Completion of the selection of team captains in each local church and community.

APRIL 18--"Educational Sunday"--sermons or addresses on the Financial Campaign.

APRIL 21---Completion of the organization of all teams in the local church and community.

MARCH 21 to APRIL 24 --Quiet canvass for preliminary gifts.

APRIL 23---Final Meetings in local churches or by communities for the selection of names from the lists for the canvass.

APRIL 25--Union meeting of all denominations opening the financial canvass.

MAY 2----Closing date of the financial canvass.

COMMUNITY and LOCAL CHURCH ORGANIZATION

THE thirty Denominations cooperating in the United Simultaneous Campaign have set for themselves a goal of approximately $336,777,000.

The eyes of the world are upon this great experiment in team-work-the most far-reaching undertaking ever attempted by the Protestant Churches of America.

Its success depends upon two factors: cooperation and faith. They are the axioms for every church taking part in the Campaign.

The whole cornerstone of the United Simultaneous Campaign rests on the Local Church. It will succeed--not only as each Denomination seeks to reach its own goal, but also as it unites with others in the winning of a common objective--the community.

****

This book sketches briefly the simplest possible organization for the community and the churches.

ALL forms, as described in the following plan, are outlined in a special Bulletin together with instructions for their use. ALL community and local church forms will be supplied by Denominations and by State Directors of the United Campaign. If these supplies are not received by April 5, they should be printed locally in accordance with the instructions of the Local Forms Bulletin.

Posters, pamphlets and other publicity material will be supplied in assigned quotas to every community Campaign Committee and in lesser quantities to local churches.

THE COMMUNITY

In all communities where there are two or more churches of participating denominations there should be a local church organization in each church, according to the plan indicated herein for the local church.

THE LOCAL CAMPAIGN COMMITTEE.

There should also be a United Campaign Committee composed of

one representative from each participating church. These representatives should be selected by the local churches and appointed according to the procedure of each local church.

This committee will vary in size, from two in the smaller communities up to a large committee in the larger communities. In the larger communities where this committee would be unwidely, they should select an Executive Committee consisting of the strongest most outstanding Layman or woman from each denomination. It may be found advisable to select this Executive Committee in advance of the larger committee in order that work may begin at once.

This executive committee is charged with the responsibility of seeing to it that a complete canvass is made by the Citizens' Division of all those friendly citizens in the community who are independent of denominational connections. This executive committee is charged also with special responsibility to make a most thorough and complete study of both "Group A" and "Group B" for the purpose of securing preliminary gifts.

THE NECESSITY FOR STRONG COMMUNITY ORGANIZATION

It is highly desirable that the executive committee form a strong comprehensive community organization. The executive committee should have in mind the opportunity which is here afforded of giving expression to the interest of the people of the community in the great objectives of the Church.

It is hoped that in most communities this expression will take the form of the enlistment in the campaign of large numbers of the outstanding men and women of the community who are independent of denominational connections.

Consideration should be given by this representative executive committee of the very great demonstration of the power of the Church in a union of all the forces in one great campaign while maintaining the identity of each denominational group, as well as each local church group.

The organization in the churches of the community should be supplemented by the addition of outside forces in a distinct Division, which would be brought together and organized by the United Campaign Committee referred to above. The church forces on the United Committee should take their places on the teams of this division.

The United Committees in each community should not lose sight of the very great advantage of presenting to very many of the larger prospects not only the denominational objectives directly, but the greatness of the program.

A COMMUNITY CONFERENCE

To present the great objectives of the Campaign and to insure the fullest community cooperation, a community Training Conference should be held as promptly as possible after the organization of

the Campaign Committee and the appointment of the Campaign Director.

To this conference should be invited representatives from the local churches and a strong representative delegation from the citizens of the community who are friendly, but unrelated to any denomination. This should form a group of citizens who will join with the United Campaign Committee, from the churches described in this plan book, in making a successful Community Campaign.

In communities where there is one church only, the conference will be an evening spent by the leaders of the local church as outlined in this plan. They will study the plan for the canvass of "Group A" (described later in this book), by the church members; they will also study the plan for the canvass of "Group B" in a community way, enlisting for that purpose a community organization.

THE CORNERSTONE OF CAMPAIGN SUCCESS

The basis for the work of the entire campaign must be the interview. It is fundamental that results be "handpicked."

Do not receive public contributions in meetings, or offerings, or collections.

Every individual must make a maximum contribution for himself alone. The plan provides an opportunity for everyone to make personal subscriptions and that every subscriber should receive a personal call from some member of a team organization.

Nobody can be overlooked. The sum required is so enormous that every individual subscription lost is serious.

Do not make a blanket or underwriting subscription of the amount for your church. Report only amounts that have been signed up by individuals according to this plan.

DUTIES OF THE COMMUNITY EXECUTIVE COMMITTEE

The community campaign executive committee will assist the local campaign director in the appointment of the following committees:

a) CAMPAIGN COMMITTEE

The Campaign Committee will be responsible for the organization of the campaign and for making it as largely as possible a community organization of a commanding character, while maintaining the identity of both denominational groups and the local church groups.

Community leaders independent of denominational relationships, and who are willing to give their services in the great united

campaign should be brought into the organization without fail. In this group should be included the largest possible number of high-thinking, public-spirited citizens of the community.

Members of churches which have already completed their Forward Movement funds (such as the Methodist) should be brought into the community campaign, even though they themselves do not have a canvass of their church membership as such.

It will be the further duty of the United Campaign Committee to keep check upon the progress which is being made in local churches in order that there may be a well balanced, complete and thorough campaign in each local church.

This does not give authority to the United Campaign Committee, but will make it available for the greatest possible helpfulness to those churches which for some reason require encouragement and stimulus from the united forces to assist them in carrying out the provisions of the standard plan.

IMPORTANT NOTE

The campaign in the local church will center about Sunday, April 25. The Citizens' Division Campaign will begin on Saturday, April 24, following the Friday night meeting. Reports of both denominational and Citizens' Divisions will be made.

b) COMMITTEE ON LISTS

In these communities which have a United Campaign Committee, each local church will make a list of all persons who would be included under "Group A", described below. They will also make as large a list as possible of friendly citizens who are independent of any denominational connection. ("Group B.") These two lists, when completed according to the plan indicated, will be turned over to the Committee on Lists of the United Campaign Committee for the elimination of duplication.

The Committee on Lists will seek to supplement by the addition of as large a number of names as possible the "Group B" list as they have been submitted by the local churches. The Committee will then eliminate all duplication. It will be found, doubtless, that there has been some duplication in the claims by different churches on certain individuals. These claims will be fairly adjusted and the names referred to the church which seem to have the valid claim.

DESIGNATION OF LISTS:

"Group A":This group will consist of(a),the members of any particular local church, together with the members of their immediate households, that is, those living in the home; and (b), the regular contributors to that local church. (Under regular contributors should be included only those who have contributed to local church expenses and benevolences during the years 1918 and 1919. Members of Sunday Schools, young peoples' societies and women's societies fall under this head.)

Group A will be listed on white cards.

"Group B": In this list will be included all friendly citizens of the community who are independent of denominational connections, whose support it is desirable to secure for the world program of

the church.

Group B will be listed on blue cards.

c) COMMITTEE ON PRELIMINARY GIFTS

Too much attention cannot be given to the necessity of securing in every local church and in every community where the United Campaign Committee will be at work, a considerable portion of the total amount of the goal from persons who will set a high standard of giving as a challenge, both to the local church and to the community.

The Director of the United Campaign in the community should designate a small committee to serve as the Committee on Preliminary gifts.

There should be secured on this preliminary canvass of a few selected names, from twenty-five per cent, to fifty per cent, of the total goal of each community.

For the local church director the procedure in securing these preliminary gifts will be to ask some of the more influential members of his organization to serve quietly as such a committee in seeing leading members of the church.

d) COMMITTEE ON MEETINGS

This committee will see to it that the opportunity for demonstration of unity finds expression in one or more great union mobilization meetings. It will organize a group of "Minute Men" who will be prepared at a moment's notice to speak for five minutes or less on any phase of this great Forward Movement of the Churches.

In most cases the denominational Forward Movements are building up organizations of "Minute Men" within the local churches.

During the month of April in particular the campaign leaders should make maximum use of the Minute Men, and whenever these men and women have not been organized in local churches, efforts should be made to form such groups and hold training conferences for them.

Throughout April it would be most impressive if there could be a universal exchange of laymen between the local churches and the denominations.

e) COMMITTEE ON THE COMMUNITY CONFERENCE

This conference, already referred to, should be held at a central point on an evening conforming to the calendar of days indicated in this plan. At this community conference the following repre-

THE OPPORTUNITY FOR NOTABLE GIVING

Throughout the country there are great, generous, wealthy Christian men and women and others outside the church who will regard this Movement as the occasion or the most notable scale of giving that has ever been attained.

In every church and every community great attention should be given by the United Campaign Committee to interviewing some one or more individuals who might give amounts which

would be really notable gifts, measured by National and State rather than local quotas.

There must be many gifts running into tens and hundreds of thousands of dollars and some even into millions, if the giving is to be commensurate with the dimensions of the task.

None of these preliminary gifts should be announced until the opening day of the campaign.

sentatives should be present: All leaders of the local church campaign, including the local church director and his cabinet, as indicated under "The Local Church Organization" in this Plan Book, also the United Campaign executive committee, and Team captains and leaders of the Citizens' Division referred to above.

At this community conference a period should be set aside for full discussion of the United Campaign plans, under the direction of the local director of the United Campaign. A period should also be set aside for a thorough discussion of the plans for the local church. These church training conference may be held by breaking up into denominational groups or in the full meeting of all delegates, as desired. This conference will doubtless be held in the evening at a central point.

The whole campaign plan is based on elimination of lost motion. The purpose is to avoid duplication of effort. For this reason it is a positive rule that no person shall solicit a subscription unless he has the card in hand either by selection of the name from the list, or by assignment to him by the committee.

ORGANIZATION OF THE TEAMS

The team plan of organization will be followed in each community and in each individual church. The campaign director of the united campaign in the community should determine how many workers, making approximately ten calls during the week in the smaller churches and approximately three calls per day per worker in the larger churches and communities, will be required to interview the entire number of persons on the lists.

Thus it will be found that in the larger churches and numerous communities an organization of from 100 to 250 and upward will probably be required.

In these larger churches and communities the teams should be composed of a captain and six additional workers. There should be teams of men and teams of women. The men should, in most cases canvass the men of the church and of the community for maximum contributions. Where maximum results would better be secured the men should also canvass certain women in the church.

In small churches it will be found that a smaller number of workers will be required. In such cases it has been found advisable to have teams of two members instead of seven members. As a rule, canvassers should make their visits in pairs; a method strongly recommended for securing maximum results.

When the local church Director and Director of the United Community Campaign have determined how many teams of from two to seven are required, they should select most carefully the required number of team captains before any attempt is made to organize the teams.

Team Captains-Team captains should be selected with great care, and should invariably be persons who have ability to get others to work, and who will play a team game. Make a list of those men and women in the church who have these requirements. Select captains from this list. The more popularity, team-work-ability, and effectiveness they have, the better qualified are they for team captains.

When the team captains have been selected they should meet together in order that they may eliminate duplication of effort by making up a list of names of persons whom they will secure as members of their teams.

The team captains should in each case personally secure the members of their teams.

The captains should be in daily touch with members of their teams to secure a full attendance at report meetings and to stimulate a daily report by each team member.

HOW COLLECTIONS ARE TO BE MADE

At the close of the campaign all blue cards, indicating "Group B" persons, will be kept in the possession of a permanent committee of the United Campaign Committee, which committee will make the collections on behalf of the united Simultaneous Campaign. The funds will be forwarded to George M. Fowles, Treasurer, Interchurch World Movement, New York, N. Y.

Collection of all subscriptions made by the "Group A" list will be made through the local church, according to the plans indicated by each denomination.

At the close of the fiscal year agreed upon by the inter-Church World Movement, all funds collected from "Group B" lists will be distributed pro rata to the various denominations, according to the amounts that each has collected from "Group A" during the year.

LOCAL EXPENSES OF THE CAMPAIGN

Local community expenses should be an inconsiderable item, due to the fact that much of the printed supplies will be provided from headquarters.

Doubtless other items of expense in the local communities will be borne locally and not become a charge against the funds secured as has been the case in so many great national campaigns. It should be understood, however, that a reasonable expenditure of money should not be allowed to stand in the way of a successful campaign.

Wherever such amounts have been properly authorized by United Campaign Committees in the communities, they may be deducted from the funds raised, provided carefully audited vouchers are submitted in the report of the campaign to the state or national headquarters.

THE LOCAL CHURCH

The executive officer of the United Simultaneous Campaign in each local church will be the Campaign Director. The campaign director of the local church will be appointed according to the plan agreed on by each denomination.

DUTIES OF THE LOCAL CHURCH DIRECTOR:

(1) To be the chairman of the campaign cabinet, which should include the following: Pastor, team captains, chairmen of the commitees of the church boards allied in the campaign, superintendent of the Sunday School, secretary of the women's society, and president of the young peoples' society.

(2) To prepare according to the method designated in this Plan Book and not later than April 12 the lists of names under "Group A and "Group B" to be canvassed during the eight-day campaign.

(3) To secure, acting with his cabinet, the captains of teams, as described later in this book, but not later than April 14.

(4) To see to it that the team captains have secured the members of their teams at a date not later than April 21.

HOW TO PREPARE THE LOCAL CHURCH LISTS

The Director of each local church should appoint at the earliest possible moment a small Committee on Lists. This committee should typewrite on the information cards, the names of all members of the church and of their immediate families, also regular contributors.

Samples of all forms to be used in the Local Church Campaign are printed in a special Campaign Bulletin together with instruction for their use.

MAKING THE MASTER LISTS

After these lists have been completed on the cards and all duplicates eliminated, the names should be transferred to long sheets of paper, typewritten triple space, alphabetically, with a two-inch margin on the left hand side for entering the names of the

teams to which they have been assigned, or by whom they are selected at a given time in the campaign.

It should be noted that "Group A" lists should be entered on the white cards and transferred to the sheets by the local church, and a duplicate list furnished to the United Campaign Committee.

"Group B" cards should be entered on the blue information cards and turned over to the United Campaign Committee, which will eliminate duplications and enter names on sheets.

The Director of the local church and his cabinet should go over the entire list of names in the "Group A" list, and very carefully estimate the scale of giving which will be required for such an immense enterprise.

It must be continually emphasized throughout the campaign that never in the history of the Christian Church has there been a movement of such stupendous financial dimensions.

It should also be borne in mind that people nowadays, almost without exception, welcome aid in appraising themselves. It is helpful to a prospective subscriber to be informed that a competent committee has given consideration to the scale of giving which the enterprise requires, and this committee, by way of suggestion and not with a view of making an assessment, has indicated the amount of the subscription which should be secured from every person on the list, in view of the scale of giving which is required to reach the quota.

The scale of giving required to provide $1,000,000 or $2,000,000, it must be pointed out, will be absolutely inadequate for the immense enterprise which the denominations are now attempting. Therefore it is doubly necessary for the Committee on Lists to do painstaking preparatory work.

REMOVING NAMES FROM LISTS

The local director and his cabinet will remove from the list certain selected names of "Group A" who should be seen by the committee on preliminary gifts, or by members of the cabinet to whom the cards may be assigned. The work should be done carefully in the period, March 21 to April 24.

Do not follow the plan of geographical solicitation in the community under any circumstances. Maximum results can better be secured by carefully designating or selecting names. In this way the person most competent to make the appeal will do so, irrespective of geographical location.

CAUTIONS FOR CHURCH TEAMS

The teams in the local church should not be teams representing organization. Members of permanent organizations within the church such as Sunday School, Young People's Society, Women's societies,etc., should be distributed through all the various teams.

Maximum results will be secured if lines of cleavage are ignored and the horizontal, or cross-section, rather than the vertical method used.

In securing subscriptions the same rule will prevail. Maximum results will be secured better by dealing directly with individuals rather than with societies or groups.

THE CAMPAIGN WEEK

Procedure for Community and Church Committees

THE FIRST MEETING OF TEAMS

The active period of the campaign will be the eight days beginning Sunday, April 25, and closing on Sunday, May 2nd.

ON FRIDAY night, APRIL 23, preceding the opening of the campaign, there should be assembled throughout the nation in every local church (where the community has but one church)the entire team organization. This meeting should be preferably for supper, either in the church, in a home, or a convenient place.

In communities of two or more churches, it is hoped that these will be united meetings while maintaining local church identity by teams and denominational identity by divisions. There should also be a strong Citizens' Division.

The teams should be seated separately by tables. At this meeting there should be a brief stirring program. The remainder of the evening should be devoted to the selection from the lists, made by each local church, on white cards under "Group A", and by the Citizens' Division of "Group B".

These names, having been arranged on sheets alphabetically, a separate sheet for each letter of the alphabet may be distributed among the various teams so that each team seated at a table by itself will have a fresh sheet at the outset for the selection of names. The team letter or number should be placed in the

---

SUNDAY, APRIL 25, at 2 P. M.

UNIVERSAL PRAYER BEGINS THE CAMPAIGN

At 2 P.M. on Sunday, April 25, the greatest financial canvass in the history of the Protestant Churches of America begins.

It is fitting that such an undertaking begin with prayer.

Christian men and women in every city and town, on farms and in homes, are requested, therefore, to unite at this hour in five minutes of silent prayer--not only for the

financial success of the campaign, but that the services so rendered and the money so given shall in truth be consecrated to winning a war-torn world to the spirit and message of Christ.

margin opposite the name selected. After five or ten minutes devoted to the first sheet, the sheets will be passed again so that each team will have a second choice from a sheet, and so on until all the names have been selected from the unit.

It will be found that certain names on these lists have been marked "E X" to indicate that the Campaign Director and his cabinet or the United Campaign Committee have assigned these names to certain individuals for the purpose of securing maximum preliminary gifts. This is accepted as a very important feature of a successful campaign.

When all the names have been checked from the lists, then the cards will be removed and delivered to the captains for distribution among the team members. These cards are the workers' authorization for approaching the person indicated. No person may interview another without having the card as his authority.

Sunday, April 25, This date will record the opening of the campaign throughout the United States.

This day should be made a notable occasion. Effort should be put forth to secure the attendance at all of the church services of the distinguished men and women of the community, including public officials and others. It would be highly desirable if a demonstration of community strength and interest might be made on the evening of April 25 in a great union mass meeting.

The morning services should be special services of inspiration, prophecy and intercession.

At the close of the morning service in each church luncheon should be served to the teams and workers. Immediately after the luncheon the canvass of the names selected on the previous night should begin and continue throughout the afternoon.

Make it the plan of the local church to practically complete the canvass of the church constituency on Sunday, April 25, leaving the balance of the week and the final Sunday to make the job a clean cut one hundred percent, canvass.

At the evening service on Sunday, April 25, in a great union mass meeting, the occasion should mark a high point of inspiration. Just before the opening of the service the teams should assemble and make up their reports of the results of the first afternoon of the canvass. A large bulletin board showing the goal to be reached should be placed in a conspicuous location in the church or hall with a place provided for the report of each team.

These reports should be the occasion of great encouragement and stimulation. If the work has been well done it will indicate a high standard of giving which has been set in the first day of the campaign.

HOW TEAMS ARE TO REPORT

The report of the first day should include the maximum subscription of each member of the various teams. Nothing adds more to a team member's zeal than to put his own name on the dotted line. It means much to be able to say in these interviews,"Before the members of the team asked anybody else to give, they themselves subscribed a total of.....dollars." The psychology is bad when a worker asks another to do what he has not been willing to do first.

As the names of the teams or divisions are called at the evening service, the captains or division leaders should announce:

"Total number of calls made during the day----------

"Total number of subscriptions received----------

"Divided as follows:(beginning with the smaller amount and closing with the larger, a total of----------dollars."

This amount should then be entered on the bulletin board under the name of the team or division.

It will be found very stimulating as the reports are made if they will mention, without giving names, any striking instances of sacrifices to the United Campaign that have been disclosed in the first day's work.

KEEPING THE TEAMS IN CLOSE TOUCH

At the close of the evening service on April 25, the teams should again assemble to prepare their cards for the work of the following day.

Monday evening, April 26, the teams should again meet for supper or luncheon at noon in the larger communities. These special suppers or luncheons for reports and inspiration should be held each day of the week. At these meetings the results of the preceding day's work should be announced and entered on the bulletin board. At the close of the meetings the teams should reassemble the names to be canvassed and spend the time until the next report meeting in making the canvass.

In the smaller communities doubtless it will be found inconvenient to have a supper each night of the campaign. In such cases at least one supper meeting in the middle of the week should be held, perhaps on prayer meeting night, for the reports of the first half of the week, and on Sunday night, May 2, for the closing reports of the campaign.

In all cases captains of teams should be in daily communication with the members of their teams to see that every effort is being put forth to complete the canvass of every name on the list.

LETTERS REFERRING TO FINANCIAL CAMPAIGN

From Minutes Executive Committee held at
111 Fifth Avenue, Tuesday, April 27th, 1920.

April 27th, 1920.

Dr. William Hiram Foulkes,
156 Fifth Avenue,
New York City.

Dear Dr. Foulkes:-

At a meeting of the Administrative Committee of the General Board of Promotion, held in New York City, April 22nd, one of the members called attention to a statement appearing in The Interchurch World Bulletin, under date of April 10, 1920, indicating that members of denominational constituencies are to be solicited for contributions toward the general treasury of the Interchurch World Movement. After discussion, the following vote was passed by the Administrative Committee:

> VOTED: That the General Director be authorized to forward a protest on behalf of the Administrative Committee to the Executive Committee of the Interchurch World Movement, calling attention to the suggested solicitation by the Interchurch World Movement of members belonging to denominational constituencies for contributions toward the general treasury of the Interchurch World Movement, as being contrary to the agreement between the Interchurch World Movement and the Northern Baptist Convention, as set forth in the resolutions adopted by the Northern Baptist Convention at its meeting in Denver, Colorado, in May 1919.

In accordance with this action it becomes my duty to present this to you for the consideration of the Executive Committee.

Cordially yours,

(Signed) J. Y. Aitchison
General Director.

JYA:O

THE METROPOLITAN BAPTIST BOARD OF PROMOTION
23 East 26th Street,
New York City.

F. King Singiser,
Director of Promotion.

Mr. Arthur E. Bestor,
45 West 18th Street,
New York City.

My dear Mr. Bestor:-

The correspondence between Mr. Marling, Dr. Taylor, and yourself, concerning the problem of large donors as it was raised at the Recess Club last Monday, is most interesting. It seems to us that Mr. Marling is not only right in his main implications but also in his conclusions. It is not a matter of personal opinion nor a matter of individual choice as to what may or should be done in our Simultaneous Financial Campaign. Without doubt many of our men speaking for themselves would say that the Interchurch should be free to approach individuals for over and above gifts, but this is aside from the issue. The issue is determined by the action of the Northern Baptist Convention so far as we Baptists are concerned in our campaign in this city. Whatever our own personal opinion might be, we are controlled necessarily by the official action of our denomination which was taken at Denver. The Denver resolution specifically stated that a simultaneous financial campaign should be promoted in which each denomination shall solicit its own constituency and collect all contributions from the same and administer its own program. If we were to reverse this order in this New York area with all of the opposition that exists, we should be greatly troubled for the Interchurch and for ourselves, necessarily.

Assuring you, however, of our hearty cooperation and personal desire to do all within our power to make for the fullest success of your big appeal, I am.

With kindest regards,

(Signed) F. King Singiser.

Alfred E. Marling,
21 Liberty Street,
New York.

April 20, 1920.

Dear Mr. Bestor:-

I confess to having been somewhat surprised by the development of the situation at the Recess Club yesterday. I had supposed that the appeal to be made to the "friendly citizens" excluded those who were to be approached through the churches, and I think our church people so understand it. It certainly was made clear in the Brick Church on Sunday morning to a group of workers, by Dr. Merrill. I think these Church people may well feel decidedly put out if, not only through their own denominations are they approached, but through the General Committee working in the interests of the so-called "friendly citizens." However, it seems as though your plans were already laid in this way, and I suppose it is too late to change them.

I am also sorry that the appeal to "big givers" has been left to the eleventh hour, and I trust it will not be a fatal error.

I am inclined to agree with Mr. Colgate, that if the denominational bodies raise their funds, it will be a success, irrespective of how much is raised on this $40,000,000 appeal.

It is a great adventure, and I am hoping for the best.

Yours faithfully,

(Signed) ALFRED E. MARLING.

Dr. Arthur E. Bestor,
45 West 18th Street,
New York City.

April 22, 1920.

Mr. Alfred E. Marling,
21 Liberty Street,
New York City.

My dear Mr. Marling:

I appreciated very much your frank letter of the 20th instant, which I talked over with you briefly yesterday afternoon. Since that interview I have thought it best to give you this statement as to my understanding of the relation of the Interchurch World Movement and its "Friendly Citizens" campaign to the denominational campaigns.

You understand, ofcourse, that the relations of the Interchurch Movement with the denominations were settled by their respective officers, and that our New York committee is simply carrying out the principles and policies adopted for the Campaign as a whole throughout the country. Of the $336,000,000 budget, $42,000,000 was never assigned by the individual denominations in quotas to the churches. Whatever is raised in this "Friendly Citizens" campaign goes back to the denominations proportionately and is to be used by them for the unassigned tasks and new enterprises which the surveys have shown to be vitally necessary for the world-wide program of the Christian Church.

Furthermore, the expenses of the Interchurch World Movement have been underwritten by the various denominations to be paid porportionately. It is the hope that much more than enough will be raised in connection with the "friendly citizens" section of the budget to cover the total cost of the campaign, and while the total amount raised in connection with this "Friendly Citizens" budget will go to the denominations and it is merely a matter of bookkeeping to say that the expenses are paid from one fund or another, it is perfectly evident from a denominational treasurers' viewpoint, he will regard it as a highly successful venture if the total amount raised by his denomination can be kept intact with his board and the total expenses of the Movement can, so far as his own thinking is concerned, be charged up to this fund which is raised from outside sources.

Mr. A. E. Marling:

April 29, 1920.

This $42,000,000 must come from two sources, first, the Friendly Citizens who are not identified with individual churches; and second, from men and women within the churches who believe thoroughly in this great united movement and who, like Mr. Rockefeller, will give a portion of their gifts to the Interchurch World Movement. There is not one who has put this matter so clearly as Dr. Foulkes, of the New Era Movement, and who has insisted on all occasions that he desired that the Presbyterians should not give merely to their denominations, but also generally to this great united fund, which is a part of the $336,000,000. The Campaign will not be a success unless, therefore, this additional sum over and above the denominational gifts is secured.

It is not the intention that the individual members of any church in New York should be approached more than once. Our earnest attempt has been to see that both appeals are presented at the same time, and consequently the denominational leaders in New York have been asked to take the responsibility of seeing that all persons, financially able to consider the combined appeal, were approached in the right way, so as to secure generous gifts to both the denominational and Interchurch funds.

It is a matter of regret that this "BIG GIFTS" matter has been delayed until this time, but that is a difficulty connected with the Campaign as a whole. We have at all times in New York lacked the personnel of men and women of the right calibre to make appeal to people of large wealth and generosity.

For your cooperation and leadership we are deeply grateful, and I have wanted you to have as clear a statement as possible with respect to this situation.

Cordially yours,

ARTHUR E. BESTOR.

Executive Chairman

P. S. - I have shown this correspondence to Dr. S. Earl Taylor who has written me a letter about the matter which I enclose herewith.

April 22, 1920.

Dr. Taylor
Dr. Bestor

I thank you for letting me read the letter which Mr. Marling has written concerning solicitation of church members in connection with the Friendly Citizens Campaign.

Mr. Marling has touched upon a very fundamental matter, and as usual, he is right in the main implications of his communication. There is however, one aspect to the case which he probably has not had called to his attention, and which has been so emphasized in my own experience that it may be of help to you to have knowledge of the matter as it is presented in my mind, as a result of our own Centenary experience.

It is quite evident that there would be certain disadvantages if the very large givers give all that they are able to give through their own local church channels. For instance, I know of a church that in the Centenary had a budget of $3,500 but where there was one very wealthy man who was a member of that church who wanted to give a very large sum of money over and above the quota for his church, what he very wisely did was to give his full share of the church budget and then to make an independent subscription for the additional amount.

I know of another case where a wealthy man did not make this discrimination and where a church which did proportionately much less than other churches of similar financial ability was able to make an announcement that that church had subscribed more than half a million dollars to the Centenary and on the strength of that reputed victory, the pastor of the church will be up for election as a Bishop at the coming General Conference. It is perfectly clear to me that in a case like that of the Brick Presbyterian Church, where the total budget is only $54,000, that wealthy members of that church will not be able to give up to their maximum capacity if they confine their gifts solely to that church, and if the only attempt to be made in that church is to raise the $54,000, as the pastor's letter would seem to indicate.

Mr. Marling is perfectly right at this point. It seems to me that when the Brick Presbyterian has subscribed its $54,000 it has as a church discharged its full responsibility, unless it desires to go over the top in such a way as to supplement the possible deficit from weaker churches, or churches that are not cooperating. But it seems to me equally clear that individuals in the church might well consider that they had not discharged their full obligation to the world and to the church in this great hour by giving a proportionate part of this comparatively small budget.

Dr. Bestor

There is one other very important consideration which may have escaped Mr. Marling's attention, because of the rather bungle-some way in which we have put up, our budget statement. As a matter of fact, the $40,000,000 item is not a independent or Interchurch item at all, but is a part of the total budget made up by adding the several budgets of the denominations, and is, in other words, a part of the $336,000,000. It is therefore a part of the denominational budget as much as any other item is, and may therefore be well supported by contributors to the denominational sources, inasmuch as the whole fund is to be divided pro rata among the churches upon the basis of their receipts from living donors.

The only reason that it stands out as a separate item is that certain of the denominations did not feel that they could quota down the full amount to their churches. For instance, the United Presbyterians had figured out that by increasing their quota four-fold they would be able to quota down to their churches $11.00 per capita, but if they do their whole share of the unoccupied fields they would quota down $15.00 per capita. They felt this too big an advance in one year's time, and that so large a per capita quota would defeat their object, and therefore asked the Interchurch World Movement to quota down to friendly citizens the share which they did not feel they could hand down to their membership.

I understand that the Presbyterian Church in the United States of America followed the same procedure, but even with a larger sum, and that its Executive Committee only handed down approximately one-half of the amount which was approved, through the quota, expressing the hope that the additional $22,000,000 might be raised as a part of the community fund budget.

I N T E R - O F F I C E M E M O R A N D U M.

New Era Movement - 156 Fifth Avenue, New York

From Mr. Acheson to Dr. Armstrong 4/23/20

The procedure with regard to the list of names of Presbyterian in the Metropolitan area should be as follows: In order that you may understand the outline let us get the preliminary facts:

(a) The Presbyterians are primarily responsible for canvassing Presbyterians, altho we gladly concede that every Presbyterian of large means should be given an opportunity to give interdenominational work after he has discharged his obligation to his own denomination.
(b) We also agree that an appeal of this character should preferably come for both the denominational and interdenominational work simultaneously.
(c) Certain of our pastors and committees have pledged their work that no additional appeal for Presbyterian funds will be made this year. I do not understand that this pledge should be construed in such a way as to prevent the appeal for interdenominational work. However it might mean that the pastor would prefer to have the appeal for interdenominational work come from outsiders, that is other than his own church perhaps, or possible even definite representatives of the Interchurch.
(d) We must do nothing at national headquarters that will abridge the agreement of the pastor with his own people. We must also keep faith with our presbyterial committees, for afterall it is the presbyterial committee that has the authority and the responsibility.

Therefore you should take up the matter with each of the presbyterial committees, stating the full facts as outlined above. (2) You should take full cognizance of the different conditions existing in New York, Brooklyn, etc. I refer to the fact that only a part of the Presbyterian apportionment has been handed down in New York City while different conditions prevail in Brooklyn and still other conditions in Westchester. (3) The decision of the presbyterial committee or the presbyterial chairman - if he is willing to act for the committee - shall be final and binding and shall be your authority for the agreement that you reach with the Interchurch. (Note: be careful to avoid an action that would make it appear that we had failed to keep faith with each of these committees. Also avoid an action that would fail to emphasize the fact that the Presbyterian's first obligation is to his own denomination).

I might suggest that there is still opportunity for some of our Board representatives so approach some of our large givers before or during the campaign.

BARCLAY ACHESON.

Memorandum from the Cleveland and Campaign of the Interchurch World Movement.

The Cleveland Campaign has demonstrated that Group "B" is too limited in number and not productive in any large way for big gifts. A most general canvass on the part of the hundred men from every participating denomination was suggested and carried thru. About one thousand individuals with some firm names included were canvassed by these one hundred men each of whom selected a team mate, thus no team had more than ten calls to make. One week was given to these cards each of which contained a suggested "Grateful Quota" based on a logical and fair apportionment. Cleveland Pastors and leading laymen of all churches co-operated with us, not only helping in making up list but approved of the general canvass plan. The fact that no objection has come to us from any of the denominational leaders and pastors indicates that the double approach in a few cases has caused no offence. No one has been approached who could not give both to the denomination fund and the Interchurch quota. The results have been most gratifying so far and the canvassing will be continued by letter giving all a chance who have not already contributed.

Very truly yours,

EXECUTIVE COMMITTEE

BY DAVID W. TEACHOUT

CONTINUATION OF FINANCIAL CAMPAIGN

By May 4th, 1920 the partial failure of the Interchurch World Movement Financial Campaign was evident and it appeared that unless the Campaign could be pushed to a successful conclusion the continuation of the work of the Interchurch World Movement would be very doubtful. At a Cabinet meeting May 4th, the following action was taken:

"Mr. Lyman L. Pierce reported on the results of the campaign to date and stated that the present financial campaign organization would go out of existence on Saturday May 8th. It was the unanimous feeling of the Cabinet that the campaign should be carried forward and Dr. Cory presented brief outline of plans for its continuance.

Upon motion the Cabinet unanimously voted that the Financial Campaign shall be continued until completed.

Voted, that with the discontinuance of the present financial organization on Saturday, May 8th, the Cabinet accepts the responsibility for the continuance of the Financial Campaign.

Upon motion the Cabinet unanimously voted to ask Dr. Cory to act as its chairman and responsible head in the carrying out of the plan and authorize him to take such steps as he may desire to put the plan into effect.

Special prayers were offered by Messrs. Foulkes, Aitchison and White for guidance in the continuance of the campaign.

Dr. Cory expressed appreciation of the confidence of the Cabinet, but deferred for a day accepting the responsibility, but stated that immediate steps should be taken to wire the field, survey and campaign men as to the continuance of the campaign.

The Campaign men, in another room, joined the Cabinet and Dr. Foulkes announced that on May 8th the Cabinet of the Interchurch Movement would jointly assume responsibility for carrying on the Financial Campaign. Dr. Cory's outline of plans was again read and discussed.

Voted that the Cabinet be enlarged to include the Campaign Cabinet, who will meet daily in the interest of the continuance of the Financial Campaign.

Voted to adjourn to meet at 12:30 on Wednesday, May 5th, with the Promulgation and Educational Groups, and at 2:00 o'clock the Cabinet with the Campaign Cabinet will meet to consider plans

---

for the financial campaign."

The outline presented by Mr. Cory is as follows:-

1. There should be an immediate extension of the Campaign to at least June 1st, with two objectives:

   A. That the denominational campaigns should be put across;
   B. That following the full effort for the denominational campaigns, the Interchurch campaign should go forward.

2. This notice should go out at once to all State Secretaries, to all Survey men, to all Financial Campaign men, and publicity men.

3. Immediate action should be taken authorizing the necessary financing of the Campaign up until June 1st.

4. Immediate steps should be taken for publicity in advertising. *See 13

5. All men of the Financial Campaign Department who can really contribute should be kept on.

6. If it is possible, Mr. Pierce should be persuaded to stay until June 1st. A small Committee of Direction should be put along side of him to help in the coordination and in the steps that are necessary. If Mr. Pierce does not stay on, then this Committee should be organized with a Chairman.

7. Every Associate General Secretary and every Department man should be available at once to be put immediately into the field for the direction of the Campaign at any given district and for complete reorganization and work.

8A. There should be an immediate coordination and enlistment of the denominational forces at the meeting this afternoon and on Friday. The Friday meeting should be used to the limit for this purpose.

8B. There should be a meeting of all the men who are to work in the field, including every field and survey man and woman, at Cleveland, on next Tuesday. They should consider the following points:

   (a) How the four elements in every state can be coordinated, namely, denominational forces, the state committee of the Field Department, the state survey council and the financial campaign.

   (b) How the county survey supervisor with his council, the county convener and the financial county director can be kept on the job.

   All lists of the Financial Campaign Department, state and county, should be turned over to this new reorganization.

---

9. There should be an immediate line up, nationally, in every big city and in every state on big gifts. There should be a plan laid out for a quiet solicitation with the help of big laymen committees that will continue for 30,60 or 90 days, until the budget for the past year and the next year is fully underwritten.

10. At national headquarters associated with this campaign committee there must be a complete line up of the denominational forces as well as all elements represented in the campaign.

11. The office of the financial campaign should be kept available and should be utilized.

12. These plans should be O.K'd by the Cabinet, Finance and General Committee, but until this action has been taken, there must be a plan whereby in the interim the continuance of the campaign will be carried on until the complete reorganization takes place.

13. There should be an immediate study as to how we can get at the propaganda side--with lantern slides, speakers, etc.

At the enlarged Cabinet meeting of May 5th Dr. Cory stated that his acceptancy to the call of the Cabinet to act as Chairman during the Financial Campaign was conditioned:

(1) Upon Dr. Taylor's full approval of the Cabinet action appointing him and,

(2) That he must have assurance by the Cabinet and Finance Committee of quick clearance on all personnel and organization matters.

It was voted to express hearty appreciation of Dr. Cory's statement, and with the belief that Dr. Taylor will approve the Cabinet's action in appointing Dr. Cory, and realizing that under the circumstances, right of way should be given to him as far as possible, that the recommendation for quick clearance on organization matters be referred to the finance Committee with request for favorable action.

During the progress of the meeting the following telegram was received from Dr. Taylor:-

"Fully endorse Cabinet action asking
Cory to act as Chairman and to put
all forces including survey at his disposal."

At the Cabinet meeting on May 6th Dr. Cory made the following statement about his decision to accept the Chairmanship of the

---

Enlarged Cabinet:-

"Dr. Cory stated that he had hesitated about accepting the leadership, and only did so under certain conditions, and that it was necessary to rally all the forces and lift the morale of the whole organization and asked the support of every department head in accomplishing the task. He stated that a meeting had been called in Cleveland on Tuesday, May 11th, of field and survey men to plan a program for the campaign, and asked the department heads to send him memo stating whether they should go themselves and why, whether their men should go and why, and list of their men who would be available for city or country service in the campaign. He also asked department heads to call together their department people, explaining the campaign situation and challenging their best efforts, and that on Saturday at 12:30 all the staff be called together for the purpose of presenting the matter of the campaign and going forward together to insure success of the campaign."

At the conclusion of this statement the following suggestions for the drive were presented:-

1. In presenting the situation analyze it in such a way as to show the hopeful and encouraging signs. Do not sound a note of pessimism.

2. Admit frankly the mistakes and give as the causes of unsatisfactory results the unprecedented size of the undertaking in dealing with such a tremendous task.

3. Insist that with the knowledge gained from experience we are now in a position to organize for a finish drive with a maximum chance of success.

4. The denominations should heartily cooperate by:-

a- Submitting the results of their canvass to date, indicating the places where canvass has been completed in a satisfactory way and where they have only partially succeeded, where they have failed;

b- By outlining clearly and definitely their present plans for canvassing communities that have been canvassed, and for the completion of unfinished canvasses;

c- By indicating definitely what the Movement can do to help them in the completion of their part of the task;

d- By clearing for approach on the part of the Movement all the names of their people in communities which they have already canvassed and in communities in which they are not likely to go, or if they do go, with small chances of success;

e- By turning over their present organizations to the Movement in communities in which they will not go and in communities where they have completed their canvass;

---

f- That they contribute to the Movement the pick of their leaders and their canvassers for service under the direction of the Movement.

5. The Movement should:-

a- Organize community canvasses in the larger cities of the country for the completion of the canvass of larger prospects of both classes;

b- Organize community canvasses in communities where the canvass has not been made;

c- That expert assistance be given to churches in finishing their tasks where poorly done or not done at all. Note: I have not gone into detail as you will see. I have assumed that there is to be one organization of this finished drive and that that organization is to be free to commandeer any man in the employ of any department of the Interchurch World Movement at any time.

6. The call to sacrifice should be sounded from the first and continue to be emphasized until this finished drive is over.

At the General Committee meeting of May 9th which was held at Cleveland, Ohio the following action was taken with reference to the Financial Campaign.

1. Resolved, that the financial campaign be continued, as may be necessary up to July 15th, with a very definite attempt on the part of all the cooperating forces:

(a) To put each denomination over the top.
(b) To raise the General Fund in full.

2. Resolved, that in addition to the Movements already going forward in the metropolitan centers, the General Fund be raised by apportioning quotas to the counties, with the understanding that every effort will be made to have these quotas heavily oversubscribed.

3. Resolved, that the entire working force of the Movement as far as possible, be thrown into this campaign, under the direction of the Cabinet, with the suggestion that the denominations be requested to cooperate as far as possible with the campaign this inaugurated.

4. That $500,00. be appropriated for the continuation of the campaign up to July 15th.

FINANCIAL COMMITTEE'S REPORT

At the General Comm. Meeting May 10th Mr. Speers presented the

report of the Finance Committee as follows:-

"Your Finance Committee, after careful consideration of Financial situation, estimate that at least $2,225,000.00 will be required to meet the expenses of the Movement until July 15th, including the special Financial Campaign, and they therefore recommend, in order to secure this sum, that each one of the Boards and Organizations which participated in the first year's underwriting, be asked to furnish a sum equal to one-half their first year's underwriting, the same to be repaid out of the first available receipts from the campaign.

Voted to adopt the report of the Finance Committee."

The General Committee then voted as follows:

"Resolved, that when we adjourn, we adjourn to meet on Monday, May 17th, on the 19th floor of 25 Madison Avenue, New York at 11 o'clock (New York time) and that the representatives of the Boards be invited to attend the meeting for the purpose of the securing of further cash or its equivalent to the extent of half of the amounts already underwritten."

On May 13th at the meeting of the Enlarged Cabinet the following recommendations made by Dr. Taylor were presented and adopted:

"Dr. Taylor requested Dr. Foulkes to read his(Dr.Taylor's report) to the Cabinet before his leaving for Des Moines, covering "Proposed Program for Reducing the Expenses of the Movement" etc. Statement covering Present Situation, etc.

Voted that items C.D.E. be referred to the treasurer, with request to put them into effect immediately.

C. Sublet all of the floor space that will not be needed upon the reduced basis.

D. Dispose of property and equipment and any surplus stocks of paper or other material in hand, with due regard to the rights and interest of the Centenary Movement.

E. Suspend all construction or repairs unless it be in the judgment of the Finance Committee imperatively necessary to put the available space in order for subletting.

Voted A. B. F. G. be referred to committee with power.

A. Proceed at once to suspend action at every possible point.

B. Stop the further incurment of bills.

F. Suspend the bulletin and all publicity not absolutely necessary for the successful continuance of the campaign.

G. Take the most extreme measures consistent with honorable discharge of obligations to reduce expenses at every possible point in the quickest possible time.

It was suggested that a fuller and fairer statement ought to be made covering 'Proposed Program for Reducing the Expenses of the Movement.'

Voted to approve Dr. Taylor's document with modifications suggested and place on file."

At this meeting Dr. Cory presented outlined campaign plans and the following points were voted upon:

"1. In response to question 'Shall the Field Forces be scattered before Monday or await action of General Committee' It was voted as the judgment of the Cabinet that the headquarters staff should remain until after Monday.

2. Voted that Mr. Michel be relieved from all responsibility in connection with underwriting.

3. Voted that Mrs. Montgomery be added to the enlarged Cabinet.

4. Voted that the secretary, in communicating with the field, emphasize the need of cash or paper; also that the field men have proper credentials.

5. Confusion about financial goal. Voted that a recommendation be made by the Committee to bring to the Cabinet tomorrow, before presentation to the General Committee on Monday.

6. Voted to refer to Dr. Cory with authority to ascertain what men on the field are still in the employ of the Movement.

7, Voted that Dr. Haggard be in charge of the funds coming in from the new organization and campaign.

Voted to adopt the report with modifications as suggested."

Following the General Committee meeting the continuation of the Financial Campaign was announced as follows:-

- ----------

STATEMENT TO DENOMINATIONAL LEADERS CONCERNING
THE CONTINUATION OF THE FINANCIAL CAMPAIGN
OF THE INTERCHURCH WORLD MOVEMENT

At a meeting held in Cleveland Ohio, May 11, 1920, the General Committee of the Interchurch World Movement voted to extend the time of its financial campaign to July 15, 1920 in order to allow time enough for the several participating denominations to complete their respective canvasses and to give opportunity to complete the canvass for the general fund of the Movement. In order to assist in reaching these two great objectives the entire force of the Movement has been united and mobilized. This united force of trained, experienced men and women will lead in this special effort, following a plan which is in harmony with the ideals of the Movement and one which has the heartiest approval of the General Committee.

During this period of special effort we urge the churches of all participating communions to bend every energy to reach these great objectives, thus demonstrating the beauty and power of the ideal of cooperation; and we urge the men and women of all faiths who believe in and desire to see perpetuated the spirit of cooperation among American protestants, to heartily assist in raising the general fund by contributing freely of both time and money.

Christian men and women of America, the Interchurch World Movement with a program of brotherly cooperation hangs in the balance. Upon the degree of your conviction and response to its call depends the success of this program. It is upon these hearts which Christ has entered and transformed that the burden of this great forward Movement must rightfully rest. It is to all such that we specially appeal, not as to representatives of denominations, but as to individuals who would sacrifice and serve rather than see this great cooperative Movement fail. We earnestly hope that the leaders of the participating denominations of every community will find it possible, in view of the present crisis, to make easy the direct approach to such individuals as should feel a deep interest in the success of this effort. If, with the gratifying degree of success which promises to crown the denominational efforts, we can now all move forward together for the general fund of the Movement, we will experience the joy of seeing our venture of faith in God and in the spirit of cooperation justified and the kingdom of our Lord advanced.

Messrs. Martz
Tebbetts
Morris
Mohorter
Foulkes

GENERAL COMMITTEE MEETING - May 17th, 1920.

By the time which was set for the Adjourned Meeting of the Committee, May 17th, the gravity of the financial situation was better understood and appreciated. There was not enough underwritings to cover the entire expense of the Movement and the Campaign had failed to yield sufficient funds to meet the financial obligations. The Committee was faced with the question of whether to stop the Movement or to arrange for its continuance. These two propositions were placed before the meeting on May 17th by the report from Dr. Taylor read by Dr. Foulkes and by a statement made by Mr. James M. Speers. After these reports it was voted that a Committee of three (3) be appointed to make up a program for the afternoon session. The Committee appointed: Bishop Nicholson, Dr. Poling and Dr. Foulkes.

DR. TAYLOR'S REPORT

"1. The Interchurch World Movement was financed up to May 15th by underwriting.

2. It was expected that enough would be subscribed through the General Fund in connection with the campaign as to cover all expenses and to leave a balance to be divided among the participating Boards and Agencies.

3. As a matter of fact, in many instances it was found when the Class A lists were made up, consisting of members of churches, the relatives of members of churches, and of church constituency lists, that there was practically no "Friendly Citizens" list left.

4. It has also been demonstrated that this is a very difficult time for raising funds for any purpose, as has been shown by the fact that all of the campaigns reported during the last few months have fallen far short of their objectives.

5. The result was that the simultaneous denominational campaigns have received approximately $176,000,000, to apply in their quotas, and are now going forward in an effort to complete these by an extension of time, with good hope in many if not in most cases that this can be accomplished.

6. The "Friendly Citizens' subscriptions have totaled

only about $3,000,000, and these subscriptions are being cut down somewhat by efforts which have been made to have the subscriptions designated after they were made.

7. It thus appears that not enough money has been raised from Class B subscriptions to cover the expenses of the Movement. The underwriting has been exhausted, and under present conditions the Boards will be reluctant to furnish additional underwriting.

Moreover, the banks which advanced large sums of money on the underwriting already accepted did so with the expectation that large deposits would be received in compensation for financing, the Movement, but it is evident that such expectation will not be realized.

8. This precipitates an exceedingly serious financial crisis and calls for definite and decisive action.

THE POSSIBLE COURSES

But two courses seem to be open:

The First: To bring the Movement abruptly to an end; to call upon the underwriters for the payment of the amounts underwritten; and to use the subscriptions from Class B to pay the bills involved, in carrying interest, and in closing up the affairs of the Movement.

The Other: Alternative is to make an effort to increase the subscriptions to Class B (now known as the General Fund) so that the expenses of the Movement can be covered. Calling upon the underwriters to make good will then be unnecessary; and if funds can be provided the Movement may be carried forward on the modified scale of $150,000 a month proposed by the General Committee, and it was also generally agreed by the members of the General Committee that the funds should be raised among those who are friendly to the cooperative program of the churches.

Advantages and Disadvantages of the Courses Proposed

The advantage of the first course, that of immediate liquidation, would be that the affairs of the Movement could be closed out without incurring additional expenditures other than are absolutely necessary, and by present indications if a considerable per cent.of the Class B pledges can be cashed in, the affairs of the Movement could be closed up without any further difficulty than the payment of the underwriting by the participating bodies. The disadvantage of this course would be the general dissatisfaction in the churches involved, the setting back of the whole cooperative idea for an indefinite period of time, and the calling upon certain boards and agencies such as educational institutions for the payment of the full amount of underwriting when little or no cash has

been received. It is entirely probably that in some instance this would precipitate financial crisis of the most serious order.

The disadvantage in the second course would be that an addition to the regular expenditures of the Movement, estimated at approximately half a million dollars, would have to be spent to carry forward the campaign until July 15th, with the possibility of expectations not being realized. It would also be necessary by some process to provide the funds so that the Movement could go forward for the next two months; first with the ordinary expense which would still be involved in the process of reducing the budget to the basis of $150,000. a month, a second for the expenses of the campaign.

The advantage of the second course would be that the Field and Survey staffs of the Movement could be thrown into the campaign as a fresh reserve force, and because of their plan of organization they could affectively reach the counties calling for comparatively small quotas. Moreover, by general agreement of most of the denominational leaders, the field could be so opened that there would be a constituency to appeal to and a fair test could be made, which up to this time has been impossible, as to the extent to which the people believe in the ideals and purposes of the Interchurch World Movement. The Field Department leaders are confident that quotas which would average about three thousand dollars to a county can be raised between now and July fifteenth, and if this were done, the entire expense of the Movement from the beginning could be covered, the payment of underwriting by the boards and agencies would not be called for, and there is good prospect that with the amount which could be raised through county quotas plus the three millions of dollars already subscribed, enough money would remain after all bills are paid to continue the Movement upon a basis of one hundred and fifty thousand dollars a month, plus interest, if the Churches so desire.

It is evident that the latter course would save great distress, would allow the ideals of the Movement to be perpetuated, and would enable the Movement to be reorganized and rebuilt from the foundation up, and thus it would be possible to save for Protestant Christianity the ideals for which the Movement stands.

<u>The Plan and Scope of the Interchurch World Movement.</u>

Under the modified budget of $150,000. a month, proposed by the General Committee at Cleveland, first, if the Movement is to proceed upon this greatly modified basis, it will be necessary to reduce its lines of activity as well as the general scope of the work done under the departments to be retained.

Second, it would seem to be essential to retain

a. A general administrative staff.
b. A survey department.
c. A field department organized so as to unify all activities in the field.

---

d. A modified publicity department.
e. A lantern slide, map and chart department.

That, the Cabinet should be prepared, if the General Committee desires to give careful, immediate and conclusive consideration to the question as to what departments or forms of work it will be possible to retain and to make effective under the greatly reduced budget.

IMMEDIATE STEPS TO BE TAKEN

It is proposed, if the General Committee so decides,

1. To continue the campaign until July 15th for the purpose of attempting to raise the funds necessary to pay the expenses of the Movement for this year and to secure funds to carry forward the program of the Movement as approved by the churches.

2. To begin immediately to reduce expenses as rapidly as possible until the base line of $150,000. a month is reached, the only exception being that the Field forces necessary to carry on the campaign will be retained until July 15th.

3. In the event of the successful outcome of the Financial Campaign for the General Fund, to continue the Movement with such modifications or readjustments as, in the judgment of the General Committee, will be justified by events, and as indicated by the Churches.

4. To finance the Movement between now and July 15th by cash advances.

   a. From subscriptions
   b. By loans from invidiuals or boards.

THE PRESENT SITUATION IN THE INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA

A Statement to the General Committee, Monday, May 17, 1920

25 Madison Avenue, New York City

By Mr. James M. Speers*

SEVENTEEN months ago today in this very room about one-hundred -- perhaps more than that--representatives of the various benevolent and missionary societies representing the evangelical churches of the country, met and decided that the time had come for another great forward step in cooperative Christian work. It was out of that meeting that this Interchurch World Movement was born.

"We are meeting here today primarily, so it seems to me, to decide whether this Movement, which was conceived in prayer, which was laumched and carried forward with such hopefulness, which received such marked favor from men and women all over this country, and which has accomplished such large things--we are meeting here today to decide whether this Movement is to go forward or wherher it is come to a close.

"I am free to say that that alternative seems to me to be unthinkable. My own thought is that we must find a way to have it go forward. I need not remind you, however, that we are dealing here today with mighty decisions and mighty interests which call for our most careful and prayerful thought and action.

"At the Atlantic City Conference in January, an action which was later approved by the General Committee, a tentative budget of twelve million dollars up to July 1 for the work of this Movement was approved--approved with the recommendation that the Executive Committee be charged with the duty of scrutinizing this budget, and, if possible of reducing it. The Executive Committee committed this task to the Finance Committee with power, and after a series of ten or twelve sessions--some of them very lengthy--the Finance Committee, working over that budget, reduced it to about eight million dollars for the period up to May 15. Funds were provided for the carrying forward of the work under the budget, and we have lived and worked strictly within that budget up to this date.

"I say this for the sake of any who may think that the expenditures of the Movement proceeded by rule of thumb, as we say, and without any proper regulation or restriction.

"Why did we fix $8,000,000 as a budget? The Atlantic City Conference, and later the Executive Committee, asked that the cooperating churches and organizations should underwrite the expenses of the Movement with a sum equal to five percent. of the amount they were appealing for in the general budget which was to be raised. Where that budget was brought together we discovered that about $160,000,000 was expected to be raised this first year,

---

*Mr. James M. Speers, Chairman of the Ex.Com. of the Interchurch World Movement, is President of James McCutcheon and Company.

and so we fixed the budget at five per cent. of that sum.

"And why did we fix it for the period ending with May 15? We had the good hope that the campaign would then be over, and that there would be funds in the general treasury to enable us to carry forward the work of the Movement.

"We are now quite ready to admit that we have several outstanding mistakes, or errors in judgment, in the conduct of the work. In the light of the experience we have had, I think we all admit that this Movement has been projected on too large a scale/-not too large a scale for the needy world in which we are living, a world literally staggering under heavy burdens, thatonly the love of God in Christ can lift; not projected too large to meet such a need as that, but projected too large for us to be able properly to organize and coordinate its parts which had to be done hurriedly.

"And then we all realize, I think, that such a Movement as this can only go forward securely as it walks in step and in full accord with the cooperating agencies, the churches.

"In the light of the experiences we have had, we all realize that it would have been better had we gone forward less rapidly and with the full, hearty cooperation of those who were interested.

"We made another mistake in counting as largely as we did upon receiving any very large amount of funds from people outside of the churches, the so-called,"friendly citizens" group. We found, when all of the thirty denominations had canvassed everybody that they thought belonged in any way to their various churches, that there was a very small field left to canvass for the general fund.

"And then, we made one other mistake in holding out before our constituent bodies the hope that they were going to get something for nothing. It is a pretty well exploded theory that you can get something for nothing. But every once in a while, we come back to it and think that, well, perhaps this time it will work. We held out before these constituent bodies the hope that we could do all the service that we proposed to render them and that it wouldn't cost them anything. It had a very bad reaction upon the bodies themselves. There was none too much of unity among us anyway, and the lack of the common binding force of a common responsibility for the expenses of the work we were promoting was undoubtedly a weakness. Each of the cooperating denominations went forward with concentrated effort upon its own particular task without any regard at all to our mutual responsibility.

"At this point, I think of these things as outstanding errors in judgment which we now recognize. There may be others-- there probably are.

"The financing of the Movement was very definitely planned for. I have outlined it already. The cooperating organizations were to underwrite five per cent. of that amount for which they were appealing in this budget, but then there was the other equally definite part of that plan, namely, that we were to pay toward the expenses of the Movement five per cent.of the receipts for the causes

---

for which we were appealing in that budget, and that all of the funds which came into the general treasury were to be distributed pro rata upon that same basis of receipts.

"We have met with a very large measure of success in what we undertook to do and don't let us lose sight of it. We have met with a larger measure of success than has any financial campaign since the United War Work drive. You will remember that with Roman Catholics and Hebrews and Protestants, everybody pulling together on one rope in that campaign, and with the stimulus of the war close at our backs, that in that campaign we raised some two hundred million dollars. Now our latest report indicates that more than one hundred and seventy-six million dollars have been subscribed, including, as I understand it, the quota subscribed by the Methodist Centenary Movement for this year.

"This is not a small sum of money, and with hundreds, yes, thousands of churches not yet heard from-- I am not prophesying, but my own judgment is that the total will go far in excess of that amount: I hope it will go over two hundred million dollars, a very much larger sum than these churches have ever had before.

"In view of all this, just what is the situation of the Interchurch World Movement? If we could say today that a hundred and seventy million dollars had been subscribed through the church treasuries and that nine million had come into the central treasury, instead of saying that one hundred and seventy-six million had been subscribed through the church treasuries and three million through the central treasury, there would be no criticism or anxiety whatever about our financial condition.

"I think we shall all agree that the work done by the Interchurch World Movement has been a great stimulus in raising this great fund, and it seems to me that what we are called upon to do is simply to adjust this situation and make reasonable and proper and convenient arrangements as far as we can for meeting our just obligations."

MINUTES

GENERAL COMMITTEE

in conference with Board Representatives, New York, Monday and Tuesday, May 17th and 18th, 1920 at 25 Madison Avenue and Madison Avenue Baptist Church.

Monday Morning Session

James M. Speers presiding.

Present:- J. Y. Aitchison, W.B.Anderson,Alfred Williams Anthony, Joseph H. Apple, Walter S. Athearn, Henry A. Atkinson, Allen R. Bartholomew, Mrs. F.S. Bennett, Mrs. William Boyd,W.D. Brown, Edmund de S. Brunner, George D. Burlingame, F.W. Burnham, C. E. Burton, Mrs. John D. Bussing, Miss Eliza P. Cobb, A. E. Cory, Miss Mabel Cratty, Mrs. E. C. Cronk, Dwight H. Day, William T. Demarest, William E. Doughty, Mrs. Grace G. Farmer, William H. Foulkes, Fred P. Haggard, A.M. Harris, Miss Mabel Head, Hugh A. Heath, Hubert C. Herring, Robert M. Hopkins, Geo. B. Huntington, Samuel G. Inman, Alfred E. Isaac, Robert L. Kelly, Mrs. DeWitt Knox, William E. Lampe, Charles S. Macfarland, J.H. Mohorter, C.C. Morrison, G. W. Muckley, Thomas Nicholson, H.K. Ober, F. W. Padelford, Cornelius H. Patton, Mrs.H.W. Peabody, Daniel A. Poling, Nellie G. Prescott, D.C. Reber, Rev. Lewis T. Reed, Fleming H. Revell, J. C. Robbins, John D. Rockefeller,Jr., C. H. Sears, Fred B. Smith, E. T. Tomlinson, Fennell P. Turner, Miss Katherine S. Westfall, Charles L. White, J. Campbell White, J. H. Williams, Frederick L. Anderson, W. M. Anderson, Charles W. Bailey, Frederick A. Baldwin, B. R. Barber, L.C . Barnes, Nolan R. Best, F. W. Bible, W. E. Blodgett, W. E. Bourguin, E.M. Bowman, J. E. Bradford,Ada A. Brigham, Arthur J.Brown,Samuel Bryant, J. V. Clarke, George L. Cudy, Miriam F. Choate, John Wm. Clegg, Grace T. Colburn, Stephen J. Corey, George Venn Daniels, Warren H. Denison, Samuel Dickie, J. W. Dobias, E. F. Eastman, Sherwood, Eddy, Mrs. C. D. Eulette, E. M. Evans, F. L. Fagley, R. E. Farrier, O. F. Field, J. C. Floyd, R. B. Fosdick, George M. Fowles, Fred E. Freeman, Frederick Towe Galpin, D. G. Garrabrant, Frederick A. Gaskins, Frank M. Goodchild, H. B. Grose, F. E. C. Haas, A. W. Halsey, Harry Wade Hicks, Emory W. Hunt, Finnis S. Idleman, J. C. Jackson, Orrin C. Judd, Fred C. Klein, William Kolb, Jr., J. Edwin Lacount, Robert L. Latimer, Miss O. H. Lawrence, Albert G. Lawson, Mrs. Washington Laycock, George Chamberlain Lenington, John Fred Lennon, A. L. Lesher, William B. Lippard, Rivington D. Lord, W. H. Main, R. H. Martin, A. C. Marts, A. E. McBee, C. M. McDonald, John McDowell, T. H. McMichael, J. E. Miller, J. Knox Montgomery,Mrs. W. A. Montgomery, Starr J. Murphy, George Welwood Murray, S. G. Neil, Levi T. Pennington, E. M. Poteat, F.M. Potter, W. Quay Roselle, William E. Schell, Max Schimff, H. Franklin Schlegel, Mrs. E. L. Scott, Robert L. Scott, Mrs. H. R. Steele, R. M. Traver, R. D. G. Tracy, C.V. Vickrey, H. J. Vosburgh,

---

S. R. Warburton, A. L. Warnshuis, W. R. Warren, A. Webb, Findley M. Warren, Warren H? Wilson, E. R. Wright, Charles S. Young, and H. H. Bell, Ralph S. Cushman, F. J. Burrell, Elva M. Dickey, Jesse B. Davis, R. E. Diffendorfer, Miles B. Fisher, Richard M. Fowles, Henry J. Fry, C. Luther Fry, H. R. Gold, R. D. Henkle, Adolphus Lewis, H. A. Orchard, John G. Olmstead, Lyman P. Powell, Wm. Reid, H. C. Reynolds, John P. Sala, W. A. Sinclair, F. B. Wright, E. Bigelow Thompson, James E. Walker, J. F. Zimmerman,

Devotional exercises were led by Dr. Patton, Prayer by Mrs. Peabody and Sherwood Eddy.

Mr. Speers presided and announced that the General Committee had adjourned at Cleveland to meet in New York on May 17 in conference with representatives of the participating boards and agencies.

Mr. Speers cutlined the origin of the Movement seventeen months ago, and its progress to the present time.

Dr. Foulkes read a general statement regarding the present situation proposing two courses; the advantages and disadvantages of the two courses; the plan and scope of the Movement under the modified budget and immediate steps to be taken.

Dr. Cory made a statement regarding the proposed financial completion campaign, giving the plan as outlined at Cleveland namely, that if the campaign was carried forward it was with the understanding that the plan would be to present the program of the Movement for this year and next, and that a canvass on the basis of approximately $3,000. a county would total $10,000,000. Dr. Cory read several telegrams and various states regarding prospects for the campaign, most of these were favorable.

Dr. Fowles presented treasurer's statement of Underwriting Expenditures, etc.

Voted that a committee of three be appointed to make up a program for the afternoon session. Committee appointed:
Bishop Nicholson, Dr. Poling, Dr. Foulkes.

Prayer by Bishop Nicholson.

Adjourned until 2:00 P. M.

Monday Afternoon Session

Devotional led by Mrs. Montgomery.

COMMITTEE ON PROGRAM

Dr. Poling presented report of program committee suggesting the following items for discussion:

1. Shall we authorize the carrying on of the proposed financial campaign up to July 15th, for the purpose of financing the Interchurch World Movement to at least May 15th, 1921?
2. What methods shall we authorize to mature the concluding campaign on the basis of completed surveys?
3. What methods shall we adopt to have the plans which may be approved here presented to the governing bodies of the cooperating churches?
4. What plans shall be devised for the permanent conservation of the message and work of the Interchurch World Movement?

Committee recommended that thirty minutes be devoted to discussion of each point, three minute limit on speeches and that after discussion the questions be taken up seriatin for decision.

Voted to accept the report.

After discussion had continued for two hours, chair ruled that the program be suspended and body be at liberty to proceed in any way that seemed wise.

Upon motion it was resolved, that the General Committee puts itself on record as approving the continuance of the Movement, and recommends that the present Financial Campaign be carried forward to completion on or before July 15, 1920.

While recognizing that action by the several church bodies must be secured to determine the matter of their cooperation in the Mo vement during the coming year, it is resolved that in the forthcoming financial completion campaign pledges be taken to finance the program of the Movement up to and including May 15th, 1921, under the modified budget basis as adopted by the General Committee at Cleveland.

Resolved, that the General Committee authorize the Executive Committee to call for payment upon underwritings, in due order, and that the Finance Committee seek to arrange for such extension of time and credit as may be possible to carry forward the present financial campaign.

Voted that the Finance Committee be asked to confer with the banks and report to the General Committee at 11 o'clock on Tuesday morning.

Dr. Anthony presented the following resolution:-

"In the interest of simplifying organization, of securing greater cooperation with existing agencies, particularly of denominations which are not now cooperating, and of gaining increased efficiency, and in order to make the beneficent achievements and results of the Interchurch World Movement permanent, it is resolved,

That a committee on adjustment of plans of work be appointed by the Executive Committee or the Cabinet, to report as soon as possible."

Voted to adopt the above resolutions.

Adjourned till 8:30 Monday evening.

Monday Evening Session

Devotional service led by Dr. Apple. Prayers by Messrs. Foulkes and Doughty.

FINANCIAL CAMPAIGN

Dr. Cory outlined plans for the financial completion campaign, the state and county organization, etc. and announced the following assignments:

Mrs. Helen Montgomery in charge of the Women's work in the campaign,

R. E. Diffendorfer to handle big gifts.

Fred P. Haggard in charge of the system of checking up returns.

D. A. Poling on general assignments in connection with campaign.

F. J. Michel to pass down instructions to state officers.

After discussion on the financial campaign, which continued till 9:45 the meeting adjourned to meet at 11:00 A. M., Tuesday, the 18th.

Prayer by Dr. Morrison.

Tuesday Morning Session

Devotional led by F. L. Anderson.

FINANCIAL

Dr. Fowles stated that in his interview with the banks on the present situation he had stated that the plan was to continue the financial campaign for the next sixty days and asked if they would release the $3,000,000. in the General Fund on condition that the first year's underwritings would be called-one fourth on June 1st and one fourth each succeeding month as necessary, and that on this basis the banks had consented to release the $3,000,000. in the General Fund.

Mr. G. Welwood Murray counsel for the Movement, presented resolutions which, as finally adopted, appear in the minutes of Tuesday afternoon's session.

Attention was called to the fact that the denominations which had underwritten in excess of their pro rata share had a second lien on the campaign receipts according to the agreement, and it was voted to request the representatives of the denominations which had the preferred underwritings to confer at the noon recess and report at the afternoon session as to the possibility of these liens being waived so as to entirely free the $3,000,000. in the General Fund.

Prayer by Dr. Anderson.

Adjourned until 2:00 P. M.

Tuesday Afternoon Session

Mr. Murray presented the Preamble and Resolutions, embodying the modifications made at the morning session, as follows:

THE INTERCHURCH WORLD MOVEMENT had its origin in the hearts and minds of a group of Christian men and women who had been deeply impressed with the advantages to the progress of Christianity of coordination in action of many independent bodies and who earnestly desired that to a still greater extent the whole church should see its whole task and attempt in a worthy and coordinated effort the accomplishment of it with enthusiasm, energy and consecration.

To that end and for the purpose, among others, of conducting a campaign for the collection of moneys needed in the work of the boards and agencies, the several boards and agencies of the cooperating organizations secured the formation of a corporation known as the Interchurch World Movement of North America, and the United Simultaneous Campaign for a total sum of $336,000,000. was projected. From this campaign an encouraging response has thus far been received and a total sum of approximately $176,000,000. has been realized, a larger prpportion of success than has been achieved from any campaign since the United War work Campaign and the largest sum ever collected for religious work in a single endeavor. To finance the campaign it was arranged that the Interchurch corporation should effect loans from a syndicate of banks, evidenced by its promissory notes secured by underwritings of the several participating bodies.

In planning the financial campaign it was decided to divide the prospective contributors into two classes: Class A - those who were members of churches or directly affiliated with them; Class B - those who though not affiliated with any churches were considered to be in sympathy with the Movement. In apportioning the total amount to be raised some $40,000,000. was allocated to the latter group. While the results of the Movement as a whole in the large sum raised were triumphantly successful, the contributions from the

second group have been disappointing. This is due to the fact that it has proven that many of those who would otherwise have fallen into Class B were solicited by the denominations, and also that it was discovered that those who contributed to purposes of this kind were more largely related to the churches than had been anticipated. As a result the amounts specifically contributed to the General Fund have been something less than $3,000,000. instead of $40,000,000. which had been anticipated. This failure to provide the amount anticipated for the General Fund has produced the following situation:

The total amount of these underwritings which have been accepted by the banks was $7,295,622. Other underwritings which have not yet been accepted amount to $700,000.more, although it is hoped about half of these will be accepted.

Up to April 30th, the expenses have been approximately $7,300,000. It is estimated that the expenses from April 30 to May 15 have been about $1,000,000. In view of the fact that less than $3,000,000. has been secured in pledges to the General Fund it would be necessary for the underwriters to pay on their underwritings approximately $5,000,000.

The cooperating organizations are therefore faced with this dilemma: they must either close the Movement, liquidate its affairs and pay the deficit or the Movement must be continued with the hope of securing sufficient funds to meet the cost of continuing the Movement and the obligations already incurred. Even if it were decided to terminate the Movement immediately as of May 15, 1920, the expenses cannot be stopped at once. The cost of such termination, assuming that it could be completed by June 15, is estimated at $750,000. in addition to the obligations already incurred up to May 15th. So that even if it is decided to terminate immediately it will cost $1,750,000. in addition to the obligations contracted prior to April 30, for which the cooperating organizations are already responsible.

On the other hand, if it is decided to go ahead with the campaign it is estimated that it can be conducted until July 15, 1920, for $500,000, while the incidental costs of the Movement from June 15 would amount to $250,000. So that by a further expenditure of an amount not to exceed $750,000. we have an opportunity not only to recover our former losses but under more favorable conditions than before to make the whole Movement a triumphant success.

It is obviously impossible to make a successful campaign for additional funds from the general public except on the basis of the continuation of the Movement. At the Cleveland meeting it was resolved to continue the Movement on a reduced budget from July 15, 1920, of an amount not exceeding $150,000. a month, exclusive of interest payments. It is estimated that if the work is to continue until May 15, 1921, the following budget will be required.

Current Expenses at not to exceed $150,000. per month July 15,1920 to May 15, 1921	$ 1,500,000.
Estimated Interest Charges.	600,000.
Special Campaign Expenses May 15-July 15-1920.	500,000.
Outstanding Obligations and the conduct of the Movement from May 1 to July 15.	2,000,000.
Deficit covered by Underwritings.	5,000,000.
Total required up to May 15, 1921	$ 9,600,000.

It was the sense of the meeting yesterday that the Interchurch World Movement should be continued and that the obligations hitherto incurred be liquidated. To carry out this program it is therefore resolved as follows:

1. The Interchurch World Movement is to be continued and the financial campaign is to be pushed to completion by July 15th, 1920.

2. This continued financial campaign shall be in accordance with the budget above shown.

3. The underwriters shall be called upon forthwith to pay their underwritings in the following order: The first year underwritings, aggrevating about $4,500,000, to be paid in four equal payments, due June 1, 1920, July 1, 1920, August 1, 1920 and September 1, 1920. The remaining underwriting to be paid in four equal payments, due October 1, 1920, November 1, 1920, December 1, 1920, January 1, 1921.

4. All payments on account of underwriting shall go to the banks in reduction of the several underwtitings.

5. The expenses of the Interchurch World Movement to May 15, 1920, shall be chargeable against the participating organizations, and, with the consent of the lending banks, those not covered by the underwritings shall be met out of the subscriptions to the General Fund received prior to May 15th, 1920 (except the special contributions made at the Cleveland meeting toward the expenses of the continued campaign)

6. The expenses of the Movement after May 15, 1920, including the expenses of the continued financial campaign, shall be met out of the receipts subscribed and paid after May 15th, 1920, and the special contributions above mentioned made at Cleveland.

7. In order to carry the Movement until receipts come in, with the consent of the banks and of the participating organizations, an advance to pay the accruing expenses of the Movement shall be made from the contributions made to the General Fund prior to May 15th, 1920.

---

8. The moneys received from the continued campaign shall be applied, after making suitable provision for carrying the expenses of the Movement to May 15, 1921, as follows:

1. To the payment of the advances made from the General Fund out of the contributions made prior to May 15, 1920.

2. To the reimbursement of the underwriters in due order (the second group first) on account of the payments made by them in liquidation of their underwritings.

9. If the continued campaign shall not realize sufficient to cover the foregoing, any deficiency shall be borne by the cooperating organizations.

10. The foregoing plan shall be carried out under the direct supervision and authority of the Executive Committee.

Voted to adopt the above preamble and resolutions.

The chairman called for the report from the denominational representatives, who had been requested to confer on the possibility of waiving the liens on account of preferred underwritings.

Mr. Huntington presented a resolution from the Administrative Committee of the Board of Promotion of the Northern Baptist Convention as follows:-

"WHEREAS, in accordance with authority given to the Executive Committee and to The General Board of Promotion by the Northern Baptist Convention when it voted at Denver in May 1919 to cooperate in the Interchurch World Movement under certain specified conditions, The General Board of Promotion has underwritten the expenses of the Interchurch World Movement up to June 30, 1920, to an amount not to exceed $2,500,000.00 and

WHEREAS, the second guaranty given by The General Board of Promotion under date of April 3, 1920, for $1,500,000. was given with the expressed agreement between the Finance Committee and the Executive Committee of the Interchurch World Movement on the one hand and the Administrative Committee of The General Board of Promotion on the other hand that this guaranty, together with similar supplemental underwritings by other denominations, should be released by the first undesignated receipts coming to the treasury of the Interchurch World Movement.

RESOLVED: That the Administrative Committee of The General Board of Promotion hereby releases the Finance Committee and the Executive Committee of the Interchurch World Movement from the special agreements affecting the second underwriting of $1,500,000.00 in order to make available for the continuation of the financial campaign the subscriptions received by the Interchurch World Movement prior to May 15, 1920, reported as approximately $3,000,000.00, subject, however, to the following condition:

Thatthis action is taken with the understanding and agreement on the part of the General Committee, later to be confirmed by the Executive Committee of the Interchurch World Movement, that the payment by Northern Baptists of their pro rata share of the expenses of the Interchurch World Movement up to June 30, 1920, shall fully discharge the financial obligation of the Northern Baptist Convention and its cooperating organizations to June 30, 1920, or subsequent thereto, provided, however that this agreement shall not affect any share of expenses subsequent to June 30, 1920, which may be authorized by the Northern Baptist Convention at its next annual session.

The General Committee of the Interchurch World Movement is advised that in consequence of the action of the Northern Baptist Convention in voting to cooperate in the Interchurch World Movement under certain specified conditions it is impossible for The General Board of Promotion or its Administrative Committee to obligate Northern Baptists for any of the expenses of the Interchurch World Movement after June 30, 1920. Any subsequent financial obligation on the part of Northern Baptists can be authorized only by the Northern Baptist Convention itself at its coming annual meeting at Buffalo, June 23-29-1920."

June 23-29-1920.

Voted that the resolution as presented be received and spread upon the minutes.

Upon motion it was resolved that a vote of thanks from the General Committee be extended to the General Board of Promotion of the Northern Baptist Convention because of the one million five hundred thousand additional underwriting, and also to express the appreciation of the committee for the action taken this day in the resolutions presented, and that a copy of this action be spread upon the minutes and forwarded to the Administrative Committee.

The Chair ruled that the Conference was dismissed and that the General Committee was in executive session.

Upon motion it was voted to readopt and reenact all of the actions taken by the conference of the General Committee with representatives of the participating denominations.

REPORT TO THE CHURCHES *

Voted that this report be approved in substance and referred to the Executive Committee with power to edit, embodying the resolutions as adopted by this conference, for presentation to the churches.

Voted that when the Report to the Churches is sent out there be inserted in the corner "Not Released for Publication."

---

* See Chapter VII Page 18.

DELEGATION TO PRESBYTERIAN GENERAL ASSEMBLY

Upon motion it was voted that a committee of five be appointed to attend the Presbyterian General Assembly at Philadelphia, when the matter of the Interchurch World Movement is presented. Committee appointed: Messrs. James M. Speers, Fleming H. Revell, John D. Rockefeller, Jr., Charles R. Watson, Jos. H. Apple.

CLOSING OF THE BOOKS

Mr. Williams asked that he be authorized to postpone the closing of the books until the present readjustment has been made effective.

Voted to refer to the Finance Committee with power the matter of the closing of the books.

RESOLUTIONS OF APPRECIATION

Dr. Anderson expressed the appreciation of the representatives of the boards to the executives of the Movement for the service they are rendering in carrying the burden of the work of Movement.

Upon motion of Mr. Rockefeller, it was voted to extend to Mr. James M. Speers an expression of confidence and appreciation of the Committee for his unselfish and valuable service as chairman of the Executive Committee, chairman of Finance Committee and as acting chairman of this meeting.

Upon motion of Dr. Cory it was voted to express the appreciation of the General Committee for the courtesies shown on several occasions by the Madison Avenue Baptist Church and its pastor Dr. George Caleb Moor and that a copy of this resolution be sent to the pastor.

NEXT MEETING OF GENERAL COMMITTEE

Voted to hold the next meeting of the General Committee on or about June 17th and that the fixing of the exact time and place be left with the Executive Committee.

Prayer by Messrs. Hunt and Pennington.

Adjourned.

SECOND FINANCIAL CAMPAIGN

Following the General Committee Meeting of May 17th and 18th the available staff at headquarters was sent out to the various states to assist the state men in setting up the organization for the Second Campaign and to assist in every way possible in keeping up the morale of the field workers.

The organization went forward as rapidly as possible. Reports from the state men showed that they were meeting a great many difficulties and that there was a large amount of indifference to the appeal of the Second Campaign. It was found that there was no organization in the state that could be used to carry out the plans proposed in the Second Campaign and that it was necessary to build an organization from the ground up if success was to be secured.

THE TEN MILLION DOLLAR CAMPAIGN

A Plan for Providing Funds for the Program

of the

INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA

1. The Objectives:

To raise $10,000,000 by July 15, 1920, in such amounts as can be paid, either in cash or equal monthly installments. There is the urgent necessity of realizing the entire amount in cash at the earliest possible moment.

2. The General Plan:

It is proposed that the campaign will be a quiet, effective, and thorough-going still hunt for gifts to apply directly on the program of the Interchurch World Movement. No national plan of advertising and publicity is contemplated. No public announced meetings of organ-

izations and churches are recommended. This proposed plan will least interfere with the completion of the denominational quotas, and will not raise any questions among the various ecclesiastical organizations and cooperating bodies.

3. The Plan in Detail:

(1) Big Gifts - The State Secretary in consultation with the State Committee is asked to make two lists of Big Givers;

A. A small, carefully selected list of men in sympathy with Interchurch work who can give $5,000 or more. These names should be carefully recorded and the amounts for which they are to be asked. Denominational leaders or the special men sent from the office to help in the states may be asked to interview these persons. If help is needed from the New York office, write full particulars.

B. Another list of men who would be able to give $1,000. These names should be carefully recorded, and report both lists immediately to the National Office. This report is absolutely necessary in order to avoid the crossing of wires in appeals.

(2) Cities of 100,000 or over -

The plan is to make a list of the men and women who can give $100 or more each. This list of names should be carefully checked with the list of big givers mentioned in item (1), in order that a man may not get an appeal for $100 when he ought to be asked for $1,000 or more.

The amounts allotted to the cities of 100,000 and over on this basis will be indicated in the state quotas now being prepared on as scientific a basis as possible.

In all these cities check up the work of the former financial campaign organization. If this organization is composed of Christian business men of outstanding integrity and influence in the city, probably they would be willing to take up the campaign on the new basis. If not, secure five or ten outstanding men and women who would agree to sign an appeal to the special list of prospects on the hundred dollar basis. An appeal should be sent out in writing, using the form letter attached, and enclosing a copy of the statement and pledge card provided for this purpose.

Within twenty-four hours after mailing this letter, follow the letters up by telephone calls. Organize this by taking the list of names and dividing them among the members of the Committee who signed the appeal. Then ask that the offices of these men call up the persons listed, and use the proposed telephone conversation as indicated on the attached sheet.

If these telephone calls bring requests for further information, or if criticisms are directed against the Movement which ought to be answered, they should then be followed up either by volunteer workers, or by the special financial men assigned.

Have a supplementary list ready so that other appeals may be mailed as declinations are received. You ought not to count on more than a one-third on these lists. In other words, you ought to have 3,000 names for the securing of 1,000 subscribers.

In each city of 100,000 or over there should be a treasurer who would receive the gifts and account for the same and forward them to the state treasurer.

WOMEN'S ONE HUNDRED DOLLAR LEAGUE

1. Objective:

To secure 25,000 women throughout the country who will each:

(1) Pray -

A. That the money needed may be given without delay,
B. That the Field Staff undertaking the securing of the money may be given unshaken faith and courage,
C. That a new vision of the Kingdom may come into the hearts of Christians.
D. That the leaders of the Movement may be granted strength and wisdom in these days of testing.

(2) Give or get $100 (one hundred dollars) for the Program Fund of the Interchurch World Movement.

2. Plan of Organization:

No complicated machinery of organization is contemplated. The plan relies on the earnest faith of consecrated women all over the country who are to be reached as follows:

(1) A woman in every state will be named by the State Secretary as State Captain. She will have as her advisers the women on State Advisory Committee, and such other women as she in consultation with the State Secretary shall choose for an emergency Women's Hundred Dollar League Committee.

(2) The State Captain, in consultation with the State Secretary and State Committee, should name a Lieutenant for every county. Lieutenants should be named for cities and towns of 100,000 or over when more effective work may be secured in this way.

3. Quotas:

The 25,000 women to be secured who will give or get $100 each will be apportioned among the states, and the states will make the apportionment to the counties. Of course, each county

should endeavor to exceed its apportionment.

4. Big Gifts:

It is expected that a carefully selected list of women able to give $1,000 or more will be made up by the State Office, and assigned for special cultivation. Solicitors should be notified not to approach such prospective givers unless detailed for the purpose.

5. Payment of Funds:

For the Women's One Hundred Dollar League a special imprinted pledge card will be used. All checks should be made payable to George M. Fowles, Treasurer, and mailed to Mrs. W.A. Montgomery, 45 West 18th Street, New York City. It will be noted that there is a special provision for reporting the pledges of the Women's One Hundred Dollar League.

The New York Office will report to State Captains on July 1st and July 15th the amounts received.

Contributions for this fund are made for the purpose of meeting the crisis in the Interchurch Movement, and cannot therefore be credited on denominational budgets. The raising of the fund, however, is of vital moment to each denomination, since the success of this campaign will release the denominations from their obligation to pay their underwriting.

- - o - -

4. The Counties:

For the average county, the minimum asked is $3,000. It must be remembered, however, that there are at least a thousand counties in the United States that can give nothing. Many of them are without population, and many have little or no Protestant membership. In order to equalize the apportionment, the Statistical Department, of

---

which Dr. W. B. Hollingshead is the Director, is making scientific quotas for every county and city in the United States. These will be sent to the state directors on separate sheets. The quota is based on Protestant population, gifts to benevolence over previous years and quotas for other financial drives, all taken into account in a most careful and scientific fashion. This means that some states will have to raise more than $3,000 a to a county. A little reflection, however, will show that this is just and possible.

The county should be approached either through a state conference or by special delegations sent down to the counties, at the direction of the State Committee.

(1) The selected county leaders in conference with others from the county will call together thirty men in the average county of the people who are known to be friendly and sympathetic to the Interchurch work.

(2) It is suggested that this group or committee consist of men, ten of whom should be pastors and twenty should be laymen. These should be chosen from among the people who would be able themselves either to subscribe a minimum of $100 each, or who would be willing to secure from other persons $100 or more. If the apportionment is more than $3000, then a plan should be prepared for securing the entire sum.

(3) Let the convener of the meeting and those with whom he confers have ready a list of possible donors in addition to the persons invited to the meeting. Furthermore, let these people consider what they themselves are going to do and be ready to start the subscriptions in the meeting at the proper time.

(4) Lay before this committee the present situation following the

---

prepared statement. Then engage in a season of earnest prayer for the Movement and for the work of cooperation among the Protestant Churches throughout the world. In these prayers express gratitude for the large measure of success already received, for the evidence of quickening a new life among the churches throughout the world and especially for this sacrificial effort to secure ten million dollars for the support of the program of the Interchurch World Movement.

(5) Announce the goal set for the county. Should the entire amount be pledged with the first meeting, then go out and plan for a large over subscription.

(6) Full responsibility for the county canvass rests upon the county leader. The state secretary should be careful that too much responsibility is not thrown back upon him, but he should keep after the county leader at all times.

Time is a vital factor in this campaign. Let nothing interfere with starting the actual canvass at the earliest possible date and begin to send reports at once.

(7) Advantages of the plan -

(a) This plan will provide for quick payment. People will be asked to write their checks for $100. or more. This will enable us to realize the cash necessary for the maintenance of the Movement by July 15th. If we relied entirely upon larger gifts, people would have to arrange for the payment either in installments over a long period of time or delay for the sale of securities, etc.

(b) The Movement is now widely misunderstood and

there are many criticisms. An effort of this kind to interest the hundreds and thousands of people in its support will clear away this misunderstanding and every subscriber will be a potential friend of the movement.

(c) It is rumored abroad that one man, or a small group of men, are determined that the Movement shall not die, and are willing to pay the expenses at the last moment. This is wholly a misconception. We have not over-stated the urgency. Generous friends have already done their share and are now awaiting the response from the country as a whole.

5. Organization of the Campaign.

The state is made the unit of the campaign. The State Committee the State Survey Council, the Financial Campaign Organization and the denominational leaders in the state have all been formed into a committee to be known as the State Committee.

The state secretary of the former Field Department is the acting director of the campaign unless other designation has been made.

The State Survey Supervisor, the City Survey Supervisor, and all Interchurch World Movement staff in the state, are members of the new state field force. The representatives of the four departments are also included in this number, as well as any other volunteer workers, like Church Federation secretaries. All work done in the state is under the direction of the state committee. There will be sent from headquarters one or more men to each state to supplement the state force for assignments on big gifts and county organization.

All denominational forward movement men, denominational officials in the state, and representatives from all institutions having anything at stake in the underwriting, should be used in the campaign.

In the New York office, Dr. A. E. Cory is in general charge of

---

the campaign. Associated with him are Mr . R. E. Diffendorfer and Dr. Daniel A. Poling.

Regarding personnel or assignments of men to the field--Dr. Poling

The League of 25,000 Women -- Mrs. Helen B. Montgomery.

Cities of 100,000 or over -- Mr. Diffendorfer.

Names of big givers and list of $1,000 prospects -- Mr. Diffendorfer.

Direct questions regarding organization in the states and details of budget connected with the campaign -- Mr. Fred J. Michel.

Regarding regular work of former Field Department -- Mr.L.F.Bower.

Correspondence regarding regular work of former Home Survey Department to the respective division heads-- Dr. Brunner, Dr. Hollingshead, etc.

Correspondence should be directed as follows:

45 West 18th Street
New York City

6. Handling Pledges and Money:

(1) There will be a state treasurer in each state. If the former campaign had a state treasurer and he is willing to serve, he may be continued for this campaign. Otherwise, the state committee and the state secretary are asked to nominate a man of outstanding influence and integrity to Dr. Cory. This man will be asked to arrange for a depository and an accounting for the funds received, the actual work to be done in the state secretary's office. The names of the state treasurers and their qualifications and financial rating should be reported to Dr. Cory immediately.

(2) All cash payments and all pledges will be handles through the state offices. It is expected that the state unit will be preserved in the campaign as far as possible. Treasurers in cities of 100,000 or more will report to the state treasurer. County representatives

will report to state treasurer.

(3) All solicitors must observe with great care the giving of receipts for cash pledges made, using the stub on the pledge card for this purpose.

(4) Liberty Bonds offered in payment of pledges will be accepted at face value.

Each solicitor will be provided with credential card. These are numbered serially and will be registered. This is exceedingly important in order to prevent fakers and others from soliciting funds in the name of the Movement.

7. Final Date:

The significance of July 15th must be impressed upon everybody. It must be used with all those who are solicited for funds. The General Committee has decreed that if the Movement is to live the money must be raised by July 15, either in cash or pledges on 3-month payment basis.

8. Campaign Expense Budget:

A budget of expenses has been assigned to each state, and this must not be exceeded. Regular rents, salaries of secretaries and state survey men and others regularly employed are not included in this special budget for the present financial campaign. All travel for the campaign itself, and all extra amounts going out of the campaign are to be included in the special financial campaign budget. A strict accounting of these different items will be required of each state.

9. The Final Word:

When unable to secure men in the county to do this work, or if they should not be successful, do not take this as final, but send some

one who knows the county into the county to induce men to put the matter across.

Remember, there is no such word as fail. In this campaign we shall knock the "t" out of "can't."

****

REPORT OF SECOND FINANCIAL CAMPAIGN

At the General Committee meeting of June 18th, 1920 Dr. Cory submitted a report setting forth the progress of the Campaign and the difficulties which were evident. In submitting this report he made no recommendations as to the future but left it to the General Committee to decide.

Report of the
Special Campaign Committee
to the General Committee of the
Interchurch World Movement of North America

Presented by Dr. Cory at
General Committee Meeting
June 18, 1920.

Your special Committee appointed to represent the Cabinet in the Special campaign to raise $10,000,000. authorized by the last General Committee Meeting, begs leave to report as follows:

1. The actual new pledges, as far as we have been able to secure a report, to date, is $125,000. of which the women gave $30,000.

2. Up to date the expenditures from the special appropriation of $500,000. have been as follows, exclusively of salary and rent; which has been continued because of the campaign, is $71,034.

TOTAL REVOLVING FUNDS $55,035.00.

3. Under the budget as outlined, the total appropriations to the states are as follows:

Alabama	$2,000.00	New Jersey	$1,000.00
Arizona	1,500.00	New Mexico	1,000.00
Arkansas	3,000.00	New York	3,500.00
California (N)	4,000.00	North Carolina	1,500.00
California (S)	1,500.00	North Dakota	3,000.00
Colorado	3,000.00	Ohio	7,500.00
Connecticut	1,000.00	Oklahoma	2,000.00
Delaware(included in Maryland)		Oregon	1,500.00
Dist. of Columbia	750.00	Pennsylvania	6,500.00
Florida	1,000.00	Rhode Island	500.00
Georgia	2,000,00	South Carolina	1,000.00
Idaho	1,500.00	South Dakota	3,500.00
Illinois	3,500.00	Tennessee	1,500.00

Indiana	$5000.00	Texas	$5000.00
Iowa	3500.00	Utah	500.00
Kansas	3600.00	Vermont	900.00
Kentucky	3000.00	Virginia	2000.00
Louisiana	1500.00	Washington(E)	2500.00
Maine	1000.00	Washington(W)	2500.00
		W. Virginia	2350.00
Maryland	2000.00	Wisconsin	2000.00
Massachusetts	1000.00	Wyoming	1000.00
Michigan	4000.00		
Minnesota	5000.00	TOTAL APPROPRIATIONS	121,087.00
Mississippi	1000.00		
Missouri	3500.00		
Montana	3287.00		
Nebraska	3200.00		
Nevada	1000.00		
New Hampshire	1000.00	OTHER GRANTS	40,000.00
			161,087.00.

The work of organization has gone forward rapidly and since the last meeting the time of your Committee has largely been spent in co-operating with the state secretaries in consolidating the organizations of the several states. We have at present fifty state organizations. The state organizations are headed up by State committees composed of the former Survey Councils, Field Committees and Financial Campaign Committees. Most of these are denominationally chosen.

Practically all of the states have taken favorable action approving going forward with the campaign. In many states there is great enthusiasm, and in the rest an average amount of cooperation.

The special workers in the states are the state secretaries, the state survey men (city and rural) and special men from headquarters whom we have sent in. The total number of men in the field is 292. All of these men now working on the financial campaign are the regular employees of the Movement, and are not special financial campaign men.

The state committee is entirely responsible for the campaign in the state, except in the cities of 100,000 or over, to which a special man has been appointed, wherever possible.

The plan of campaign in the state and city is as follows:
It has been everywhere found that this campaign must be a quiet and thorcughgoing still hunt for gifts to apply directly on the program of the Interchurch World Movement. There is no national plan of publicity and no series of publicity announced meetings has been recommended. The plan as promoted and now in operation less interferes with the completion of denominational quotas and is not inclined to raise questions among the various ecclesiastical organizations and cooperating bodies.

The state secretary, in consultation with his committee. has prepared, or is preparing, two lists of givers: one made up of those who would be able to give $5000. or more, the other of those who would be able to give $1000. or more.

For cities of 1000 or over, lists of men and women who can give $100. or more have been prepared. The people on these lists are being reached by letter, by telephone and, wherever possible, by personal interview. State, county and city apportionments have been made.

A very comprehensive system of checking up has been put into operation.

APPROACH TO THE COUNTY.

State conferences of county representatives have been held at which time a full statement of the present situation has been made. The county representative has been made responsible for returning to the county and bringing together at once a small group of men and women of Interchurch sympathies.

At this county meeting, those present have been solicited for a personal subscription and names have been divided among them for solicitation. Themfull plans of organization are presented herewith available and copies will be furnished to all the members of the General Committee who desire them.

In addition to the above, the women have appointed women directors in about forty of the states for the women's One Hundred Dollar League. The most hopeful situation in all our plan is the work of these devoted women.

Concerning publicity, we have depended almost entirely upon local publicity, but for the next four weeks we plan to issue a weekly news-letter to a mailing list of about 20,000 people. This news-letter will cost approximately $600. a week.

The above report of progress speaks for itself, and will give a fair indication of the hopeful aspects of the campaign. On the adverse side many things are commonly recognized.

1. The General financial condition of the country is not favorable to campaigns. Practically all of the campaigns of which we have any record are falling far below their quotas, and some even of a local character, with all of the forces behind them, have been conspicuous failures. Furthermore, for more than a year many general and local financial campaigns postponed their activities until after May 2nd in view of the proposed Interchurch campaign and therefore, were swung into line immediately upon the close of our official campaign, and these campaigns are now going forward under adverse conditions.

2. It is the presidential campaign year and the political situation is diverting attention from other things in a very marked way.

3. We are projecting the campaign upon the approach of the summer vacation season when evidence comes from every quarter that the people whom we desire to deal with are just leaving, or are preparing to leave for their vacations.

4. The action of certain denominational bodies has raised a series of questions in the minds of a multitude of people, which have had to be answered, and which have, if anything slowed down or interfered with the normal processes of a campaign. In one specific instance one of the most promising groups in the country had formulated a letter to be sent out to its constituency, but when the papers announced the adverse action of one of the denominations, they called a council of the leaders and said, "We are ready to cooperate, but the denominations must get together first before they can call upon outside agencies."

5. There has been a general feeling on the part of many laymen and others that the denominations ought to pay their own underwriting. We find that many of the big givers who gave to the denominations feel that these gifts were gifts to the Interchurch Movement as well, as that they guaranteed its expenses for the present and for the future. Those who advocate the adjustment of the financial problems of the Movement by the mere payment of the underwritings, have, of course, failed to see that the mere payment of the underwriting will not provide the necessary funds for the payment of all of the bills up to July 15th, to say nothing of covering the expenses for the future; but the sentiment nevertheless, is so widespread that it is difficult to overcome.

6. The greatest difficulty that has been faced has been a lack of conviction as to the future program of the Movement and as to its possible discontinuance. From practically all our state organizations, the insistent question is coming up as to whether this campaign, if successful, insures the future of the Movement, and if so, upon what basis. Questions are being raised as to whether the budget of $1,000,000 or $1,800,000 will enable the survey work to go forward and the field work to be continued. Insistent questions are being raised as to whether lantern slide and other graphic material will be available for use in the churches, and as to whether the whole cooperative program that is so evidently needed, will go forward. The General Committee cannot perform a bigger service to the Movement as a whole, and to the campaign in particular, than to reach an immediate decision concerning these fundamental points of policy.

7. The enemies of any united Protestant Movement, both within and without the church, have taken advantage of the present situation to spread their convictions abroad and to help in the general misunderstanding and confusion so that the hostile criticism which was so evident some months ago has in many quarters become accentuated and is very evidently fostered by the enemies of Protestantism. It must be remembered that there are forces and agencies in America that will do almost anything to keep the Protestant Church from facing up to a united program.

8. When the campaign was inaugurated, we counted upon the cooperation of the denominational forces--national and state. On account of

---

the action of some Church bodies, the denominational leaders have not been able to instruct their state and local forces to help us as fully as we had anticipated. This had constituted a real problem.

9. We have found that so much time has had to be taken in organizing that there is a demand everywhere that the time be extended. There is a feeling that very creditable results can be obtained if the time is extended, either another month or into the fall. In support of these last two points we read you the action of the Executive Committee of the State of Pennsylvania:

"Resolved, That it is the sense of the Executive Committee of the Pennsylvania State Committee that the imperative need at this particular hour in the Interchurch Campaign is to have an authoritative statement from officials in each denomination sent directly to pastors and workers through regular denominational channels, approving the present campaign and urging immediate and aggressive cooperation.

Resolved further, That it is the sense of the Executive Committee of Pennsylvania State Committee that there is not the slightest possibility of securing funds in Pennsylvania that will be at all adequate in this crisis if the campaign is to close July 15th, 1920. In order that time may be given for denominational officials to take such action as urged above and to secure all the benefits possible from such action, we recommend that the General Committee of the Interchurch World Movement make some provision whereby the Movement may be financed and the campaign be extended one month beyond July 15th, 1920." On the other hand, we have had telegrams from some states saying the Campaign should stop.

We can present to you, if necessary, a great deal of material of this sort from many of the states in the Union.

10. It is unnecessary to enumerate all of the points of criticism or difficulty. It may be enough to say that we are tempted to throw the whole power of the organization into the field for the purposes of this campaign, and at the same moment we are directing the Committee on Curtailment to serve notice on 50% or more of our staff that they are to be discontinued on or before July 15th. The uncertainty that has faced many of the workers has caused many to seek other positions, and the minds of many of those upon whom we have counted have had to be given to reorganization itself.

In spite of all of the above, which from a human standpoint would hopelessly handicap any movement, there is evidence of the absolute conviction from all parts of the country that the Interchurch World Movement should continue; that it has been an important factor in the success of the various denominational drives, and that in a large sense future Protestant cooperation depends upon its continuance. One evidence of this spirit is found in the fact that of the thirteen denominations that have acted, nine have approved (five with reservations, and four without reservations); two have taken no action, and two declined to approve. The two that have not acted are among the smaller denominations, or are those that have not been cooperating with us, and the two that took unfavorable action are the Cumberland Presbyterian Church General Assembly and the Reformed Presbyterian Church General Synod.

The most precious memory of many who have been identified with the Interchurch World Movement through this distressing period will be the spirit of faith and hope and courage and of loyalty, even unto sacrifice, of members of the executive staff, of state leaders, members of cooperating board, and of men and women everywhere who believe so profoundly in the cooperative principle involved that they are ready to incur any hardship and to face any volume of criticism unflinchingly, if only the forces of Christ's Church may be brought into full cooperation for the furtherance of His Kingdom.

If we were asked at the moment to estimate what the campaign may yield by July 15th, we would be compelled to say that in our judgment it will not yield $10,000,000. That it will yield a very much larger amount than is at present indicated by the facts we have presented above, seems also certain.

Your committee presents the situation to you without further recommendation for your consideration and instruction.

R E P O R T

OF

THE WOMEN'S HUNDRED DOLLAR LEAGUE

When the General Committee, at its meeting on May 11th, faced the critical financial situation, "While it was yet dark," came a woman who with quiet earnestness proposed that there were in America 50,000 women whose hearts were so committed to the cause of Protestant cooperation that, while they had given, they would give again, $100 each, to meet the new emergency.

The Committee responded immediately to this suggestion of Mrs. John Nuveen, of Chicago, and the women present began the work by calling a meeting for prayer and planning. In the light of past experience, the size of the figures was reduced, and a call was issued for a women's Hundred Dollar League of 25,000 women who would either give or get $100 each in addition to whatever larger gifts women had made or would make to the general fund.

Preliminary Steps

Mrs. William A. Montgomery was chosen to direct the work. The first step was a call to prayer, sent to the officers of boards, the delegates to the National Conference at Washington, and the delegates to the State Conferences. On their knees thousands of women have asked for guidance. In Mrs. Montgomery's letter was this significant sentence: "After reading this letter, will you do what God leads you to do?" Among the things earnest, believing women have been led to do in answer to this prayer, two are both significant and typical:

Mrs. Henry W. Peabody, who had been appointed American representative on many of the important commissions to the International Conferences at Geneva, Switzerland, and whose attendance had been urged by cable, wrote simply to headquarters: "I have today definitely canceled

the Geneva trip. I do not see how I can go and leave everybody struggling with these difficult problems."

Miss Belle H. Bennett, the great missionary statesman of the Southern Methodist women, wrote from her bed:-"Your letter has just been read to me by a friend who sits at my bedside. I have stood steadfastly for the Interchurch World Movement since its beginning, and believe the survey alone is worth all that could be put into it. Please find check enclosed."

These two responses were followed by many similar ones, pledging service and gifts.

Miss Ella McLaurin wrote: "I feel perfectly sure that you can count on the women of America going over the top with this amount, I refuse to think of anything but victory. Failure would to me be the greatest tragedy that has occured in the history of the Christian Church."

Personal gifts were received almost immediately from the women of practically every board-those who have already been the greatest, most sacrificial givers. One of the first gifts that came was from a widow, who wrote that she was selling a ring to make the gift. She gave this sentence, which has been a key-note: "After all, things do not matter; causes do." The same key-note was sounded by a missionary who gave a gold and emerald pendant which had been presented to her in India.

Following these preliminary letters, the very simple state organization plan was put into operation. In as many states as possible a woman was secured as state captain. She in turn secured county, and in some instances city, lieutenants, to present the matter to women, either personally or in small groups in their districts.

Present Status

Forty-one states have captains or committees.
Total amount secured in cash and pledges, $26,488.41.

SECOND FINANCIAL CAMPAIGN DISCONTINUED

It was evident however from these reports that the second financial campaign was not succeeding and there was nothing in the situation to indicate that any larger success might be expected. The reports emphasize the general financial crisis that the Movement was facing. Following the report of the Committee on Curtailment it was suggested and voted that a Business Men's Committee of Five(5), later increased to six, be appointed to consider the present financial situation and bring in a report at a later meeting.

> "The matter of appointing this committee was referred to Dr. Taylor and Mr. Speers. The Business Men's Committee was later appointed: Messrs. Raymond B. Fosdick, E. M. Bulkley, Starr J. Murphy* Trevor Arnett, Fleming H. Revell and George Innes, with James M. Speers, George M. Fowles and G. Welwood Murray as ex-officio members."

This Committee set at work to give the financial situation of the Interchurch World Movement the most critical and careful consideration.

Report of the Special Business Men's Committee appointed by the General Committee to consider the present financial condition of the Interchurch World Movement.

Your committee, after due deliberation, begs to present the following statement as to the financial situation of the Interchurch World Movement. The figures in this report are, so far as possible, those of June 26th.

In order to make possible the prosecution of the Movement prior to May 1, 192o, the Interchurch borrowed from a syndicate of banks in New York the sum of $6,560,000. on notes secured by underwritings of a large number for religious denominations and institutions. In addition to these underwritings, the Movement agreed to maintain at the banks a 20% margin ($1,132,000.) over and above the amount borrowed, as a balance not subject to check, Upon this balance, however, interest is paid at the regular rate. While, therefore, the amount of loans outstanding atthe banks is $7,692,000, $1,132,000. of this sum represents moneys not actually spent, and the Movement can be released from the interest obligation on this particular sum as rapidly as the balance of the loan is discharged.

---

*Starr of J. Murphy declined the appointment.

At a meeting of the General Committee of the Interchurch World Movement held on May 17, 1920, it was voted to call in these underwritings on the following basis:

The primary underwritings amounting to $4,955,025.75. to be called in four equal monthly payments beginning June 1, 1920, and the special underwritings amounting to $1,604,974.25. to be called in four equal monthly payments beginning October 1, 1920. Immediately after this meeting of the General Committee in May, therefore, a call was sent out for the payment of the first instalment on the primary underwritings, the amount of which instalment was $1,238,756.43. Up to the present time only $153,792.53. has been received. The second instalment is due July 1st.

Your committee cannot overlook the seriousness of this situation, which is bound to give rise to considerable uneasiness. At the same time, it is convinced that the societies and denominations which have underwritten this loan at the banks will make good on their obligations. It is a legal responsibility from which they cannot escape, and we are confident that they will be prompt in meeting it. Their lack of promptness up to date is due in many cases to the difficulty experienced in making the necessary financial arrangements short notice. Certainly up to the present time there has been no disposition on the part of any society to dispute the obligation. Emphasis must be laid, however, on the fact that interest charges at the bank against these loans are a continuing liability against the Movement until these underwritings have been discharged in full.

In addition to the underwritings which have been pledged at the bank, underwritings from other societies and denominations amounting to $638,720.95. are now in the hands of the treasurer of the Movement. Some of these underwritings were refused by the banks because of defects; others were not used because the banks were unwilling to loan further funds to the Interchurch World Movement in addition to the large sums already advanced. While, therefore, in present form these underwritings cannot be used as an asset to the Interchurch Movement, your Committee has undertaken the responsibility of asking the underwriters in question for permission to place them on a par with the underwritings of the societies that guaranteed the loans from the banks. If the societies in question agree to this step, these underwritings can be used as an asset to the Interchurch Movement. We must call attention, however, to the fact that some of these underwriters are obviously without immediate funds, so that we cannot rely upon the total sum of $683,720.95.

OTHER LIABILITIES

Outstanding obligations	$400,000.
Cost of the Movement to July 15th, including the cost of campaign	400,000.

(carried over)	$800,000.
Continuation allowance after July 15th (required by the necessity of a thirty day notice)	$100,000.
TOTAL	$900,000.

In addition to the above the Interchurch World Movement owes $1,133,000. on demand notes for monies borrowed to carry the Movement prior to January 1, 1920. Arrangements have been concluded, however, to have $1,000,000. of this amount covered by special underwriting in addition to the underwritings pledged with the banks.

Moreover, we are paying interest on loans at the banks at the rate of $529,500. a year, or $44,125 a month. Until the underwritings are satisfied, this item will remain a continuing liability. Furthermore, there is the rent of the Greenhut Building at the rate of $536,000. a year, or $44,666.66. a month, for which the Interchurch World Movement is obligated under a lease covering a period of ten years. Vigorous efforts are being made to dispose of the lease or to sublet the various floors. While some success has been achieved, at the present moment it seems probable that this liability, or a substantial part of it, will remain a charge against the Interchurch World Movement, certainly for some months to come.

ASSETS

Cash on hand	$218,824.42
Pledge of Mr. Rockefeller,Jr. for the expenses of the new campaign*	250,000.00
TOTAL	$468,824.42

The original Friendly Citizens Campaign, on the basis of the latest information, netted $1,688,205.23. in cash and pledges. In addition, there is a sum of $211,849.69. in pledges for which no verifications have as yet been obtained. Cash receipts from the Friendly Citizens Campaign have thus far been $1,165,695.19, leaving $522,510.04. in pledges still to be paid. All pledges are, of course, subject to shrinkage and we have no way of determining what proportion of this amount can ultimately be collected.

The new campaign amounts at the present time to roughly $125,000. in cash and pledges, of which $6,077.03. has been paid in in cash. The amounts received from this new campaign are conditioned upon the continuance of the Movement and can be used only for that purpose and for such obligations as have accrued subsequent to May 15th.

---

*Campaign expenses thus far have been paid out of General treasury funds

A final asset of roughly $200,000. is perhaps available in the furniture equipment and supplies in the Greenhut Building.

RECOMMENDATIONS

It is unnecessary to emphasize the seriousness of the financial situation in which the Interchurch World Movement finds itself at the present time. Its liabilities far exceed its assets, and the uncertain character of many of the figures on both sides of the account is not calculated to allay a natural feeling of alarm. After due deliberation of the facts, therefore your committee has come to the following conclusion:

1. That the present campaign be stopped immediately, as of Monday, June 28th, and that the services of those connected with it be at once dispensed with. It is folly to blink at the facts. This campaign has not succeeded, and we are spending money for its maintenance far faster than we are getting it in. If we are not to reach greater depths of indebtedness, we must stop the campaign at once. We wish to bear grateful testimony to the heroic efforts of Dr. Cory and his associates. Their task was a most difficult one from the start, and the failure of the campaign is in no way a reflection upon their gallant endeavor to retrieve the situation.

2. We make no recommendation as to the continuance of the Interchurch World Movement. Frankly, we are unable to see where the funds are coming from with which we continue it. Outside of its obligations at the banks, the Movement is now in debt, certainly to the extent of $600,000, and perhaps more, and interest and rent charges constitute a running obligation into the future. Any plan for continuation must also involve a plan for assuming this indebtedness. If the Movement is to go ahead, it can only do so on the basis of support from the denominations. The denominations have gained immense value from the Movement, in terms both of money and service, and it must be remembered that the total expenses of the Movement form but a modest percentage upon the amounts raised for the denominations. It is entirely possible therefore that the denominations may come tomthe rescue of the Movement in its present difficulties. We understand that a meeting of denominational representatives has been called for July 8th. If the denominations are willing to assume the future cost of the Movement as well as its past indebtedness and continuing obligations, there is hope for the future. If not, the Movement must be closed at once and some way found of liquidating its debts. Your committee therefore feels that while considerations of prudence might seem to point to an immediate discontinuance of the whole Movement, it is perhaps better to wait until July 8th to see if the denominations will be willing to assume the responsibility.

3. If the Executive Committee decides to continue the Movement to July 8th, it should not interfere with a policy of immediate and drastic curtailment of program and personnel. Until the denominations have time to consider their course, only enough people to keep the Movement alive should be left on the force. Discon-

tinuance notices should immediately be given to the entire personnel and the slate should practically be wiped clean, not only to reduce the amount of indebtedness to the denominations in case they decide to go ahead with the Movement, but to give them a fair opportunity to build on a new basis.

4. It is necessary that a small committee representing the Movement immediately take up with the banks the question of payment on the loans outstanding. If the banks should insist upon their rights immediately and should take the logical legal steps to enforce them, not only would the Movement be wrecked beyond all repair, but the underwriting societies might be put in a position of jeopardy. We recommend to the Executive Committee, therefore, that a small committee be appointed, perhaps from the membership of this business committee, to open negotiations with the bank representatives.

At the Executive Committee meeting which was held on June 28th, 1920 Raymond B. Fosdick read the above report.

After this report was read and duly considered the Executive Committee voted as follows

1. WHEREAS, a situation has developed which manifestly makes it impossible to carry forward a successful financial campaign; therefore be it

   RESOLVED, that the present financial campaign be discontinued as of this date - June 28th, 1920.

2. WHEREAS, it has now been decided to discontinue the financial campaign as of June 28th, 1920, and
   WHEREAS, it does not seem to the Executive Committee possible to continue the Movement upon the present basis, unless immediate relief should come through favorable denominational action; therefore, be it
   RESOLVED, that the resignations of the Executive officers of the Movement, which were presented at the last meeting of the general Committee, be accepted to take effect June 28th, 1920 and that the discontinuance notices as of June 28th 1920 be sent to all other members of the staff, to take effect on the same day, subject to existing contracts if any.

3. WHEREAS, thirty denominations have been in cooperation through the Interchurch World Movement; and
   WHEREAS, denominational action has from the beginning influenced its plan of campaign and method of procedure; and
   WHEREAS, the denominations themselves are primarily interested in the continuance or discontinuance of this cooperative effort, therefore be it
   resolved, that all further steps with reference to the future of the Movement be referred to the meeting of the General Committee, and of denominational leaders, which has been called for July 8th.

---

4. In accordance with the above action, it was voted to request Mr. James M. Speers, the Chairman of the Executive Committee, to formulate a letter to be sent to the leaders of the cooperating denominations, urging them to come to the meeting on July 8th, 1920, prepared to state definitely how much they would be willing to contribute toward clearing up the indebtedness of the past and providing the expenses of the Movement for the coming year.

5. RESOLVED, that the Chairman be authorized to appoint a committee to negotiate with the banks concerning the best method of securing payment of the underwritings and of adjusting the affairs of the Movement. Committee appointed Messrs. Speers, Fosdick and Fowles.

6. RESOLVED, that the resignations of Fred. B. Smith, the Vice-chairman of the General Committee, of Mr. James M. Speers, the Chairman of the Executive Committee; and of George M. Fowles, the treasurer, be not accepted at this time, but be referred to the next meeting of the General Committee for consideration.

Voted, that Mr. James M. Speers, the chairman, be authorized to send out the discontinuance notices to the staff.

Voted, that a committee of three be appointed to pass on contracts involved in the discontinuance of the staff. Committee appointed Raymond B. Fosdick, James M. Speers, John H. Williams.

Voted, that the matter of the affairs of the Movement until the meeting of the General Committee on July 8th and the reemploying of a small staff for pur poses of liquidation be referred to the Business Committee, with power to be exercised either through that Committee or a sub-committee. The Business Committee assigned this to a sub-committee consisting of Messrs. Fosdick, Speers and Williams."

MINUTES
of
MEETING SUB-COMMITTEE OF BUSINESS MEN'S COMMITTEE.

(June 28, 1920)

At a meeting of the sub-committee of the Business Men's Committee appointed to take charge of the affairs of the Movement until the meeting of the General Committee on July 8th, said sub-committee consisting of Mr. Speers and Mr. Fosdick.

It was decided that the following officers and employees shall until July 8th be asked to continue in the service of the Movement:

Dr. Taylor and such assistants as he needs
Dr. Fowles
Dr. Cory and such assistants as he needs
Dr. Diffendorfer and such secretarial assistants as he needs
Dr. Poling and such secretarial assistants as he needs
Mr. Armour
Miss Finnie

It was further agreed that until July 8th the Controller's Office, the Treasury Department and the Accounting Department be retained, together with the budget representatives.

In view of the agreement on May 8, 1919, between the Board of Managers of the Missionary Education Movement and the Interchurch World Movement, and until further disposition of that agreement by the General Committee or Executive Committee of the Interchurch World Movement in conference with the Missionary Education Movement, it is agreed that the staff of the Missionary Education Department and of Mr. Hill in the Sales Department, as reduced, shall be held intact until the meeting of the General Committee on July 8th.

It was determined that the Periodical Department should be continued until the meeting of the General Committee on July 8th, instructions, however, to be given to postpone, if necessary, the publication of the next issue on committments in connection with same until after the meeting on the eighth, but the organization unit to be held intact until that time, on the reduced basis.

It is definitely determined that unless the Centenary cares to take over the Graphics, Lantern Slide and Hollingshead's Statistical Departments at the end of the current payroll week, they shall be discontinued.

It was further determined by the committee that an Administrative Committee of Three, consisting of Dr. Cory, Chairman, Dr. Diffendorfer and Dr. Poling, be employed to effect the arrangements agreed upon by the Executive Committee today under such general regulations as the sub-committee of the Business Men's Committee may lay down from time to time.

It was further determined that Mr. Williams should represent the sub-committee of the Business Men's Committee in all matters relating the finance, including the creation of obligation and the payment of expenditures already incurred.

It is suggested that the Administrative Committee send a communication to the state secretaries and financial campaign leaders with regard to the payment of unpaid pledges of the continuation financial campaign to the effect that no decision can be reached on these matters until after July 8th.

Statement of Mr. James M. Speers, Chairman
of the Business Men's Committee.
General Committee Meeting- July 8th, 1920.

At the last meeting of the General Committee of the Interchurch World Movement, held June 18th, provision was made for a Business Men's Committee to examine the present financial status of the Movement, and to make its report at an early date. This committee consisted of:

James M. Speers	Trevor Arnett	George M. Fowles
Raymond B. Fosdick	Fleming H. Revell	G. Welwood Murray
E. M. Bulkley	George Innes	

The report of this committee was submitted to a meeting of the Executive Committee on June 28th, and on the basis of the recommendations which it contained, the Executive Committee took immediate action. Copies of this report and of the resolutions passed by the Executive Committee on that date have been sent to the denominations and societies represented here today, and it is unnecessary for me to review them. Briefly, it may be stated that the Executive Committee voted to discontinue the campaign as of that date (June 28th). It further voted to accept the resignations of the Executive Officers which had been presented on June 18th, (except those of the Vice-Chairman, Chairman of the Executive Committee and Treasurer) and to send discontinuance notices to all members of the staff to take effect the same day, subject to existing contracts, if any. It further voted to refer all future steps, with reference to the Interchurch World Movement, to a meeting of this General Committee to be held today. Between June 28th and July 8th it gave the Business Mens' Committee the authority to take charge of the affairs of the Movement.

As a result of this action by the Executive Committee, therefore, the Business Mens' Committee, through a sub-committee consisting of Mr. Speers, and Mr. Fosdick, assumed charge of the Movement until July 8th, and the resolutions of the Executive Committee were put immediately into effect. Discontinuance notices were given to all the personnel, and with the exception of a small nucleus of staff necessary to keep the Movement alive, the entire slate has been wiped clean, not only with the idea of reducing the amount of the indebtedness to the denominations in case they decide to go ahead with the Movement, but to give them a fair opportunity to build on a new basis. The personnel that is left is working on a day-to-day scale.

It is now for the General Committee, in cooperation with the representatives of the denominations that have met here today, to decide what shall be the future of this Movement. First of all it seemed to your committee necessary that we should have a complete understanding of the financial situation. This situation has somewhat changed since the report of the Business Men's Committee, due to the fact that the campaign was immediately cut off and the personnel was substantially reduced, so that it may be wise to briefly outline the situation with which we are faced today.

The Interchurch World Movement has two types of financial obligations: one is represented by the debts which we owe to the banks and which are underwritten by the societies and denominations; and the other is represented by miscellaneous outstanding obligations such as unpaid bills, etc., which of course are not protected by underwritings. We owe the banks $6,560,000 and a call for the payment of this amount has already been made. It is only fair that

---

the denominations and societies underwriting this amount should know what legal counsel has advised us. The Interchurch World Movement is the agent of the underwriting societies and these societies are liable for the debts of the Movement.

Furthermore, the underwriting societies are responsible for interest on the amount of this indebetedness, which interest charge approximates $400,000 a year. We emphasize the point at this time because we ought not to be under any illusions as to our present status.

As regards the payment of the underwritings, the Business Men's Committee met yesterday with the representatives of all the banks and we laid plainly before them the exact financial situation of the Movement at the present time. The bank representatives expressed their desire to assist the Movement in every possible manner but wished us particularly to charge upon the underwriting denominations and societies the necessity of meeting their obligations at the earliest possible moment, and where it is impossible to pay the full amount, to at least make a payment immediately as an expression of goodwill and future intentions. We want to express the confidence which the Business Men's Committee feels in the willingness of the underwriters to meet their obligations as promptly as possible. While it is a legal responsibility from which they cannot escape, it represents an overhead charge in a campaign for funds in which they will profit greatly.

The secpnd type of obligation with which the Interchurch World Movement is confronted is represented by outstanding obligations such as unpaid bills, etc., and perhaps we can do no better than to give you a statement of assets and liabilities as they appear on our books as of June 30, 1920:

ASSETS

Cash on hand and in bank.....	$132,487.06
Anticipated receipts from first Financial Campaign.....	250,000.00
Salvage on furniture, equipment and supplies.....	175,000.00
	$557,487.06

LIABILITIES

Due to open accounts and contractual obligations..	$400,000.00
Current salary and discontinuance payrolls.....	125,000.00
Liquidation expense.....	25,000.00
	$550,000.00

It should be noted of course that two items on the liability side are here omitted, interest and rent. Although the Interchurch World Movement itself assumed the obligation of discounting the notes at the bank as they were made, hereafter, inasmuch as the underwritings have been called, the interest account will be a charge against the denominations and societies. We have therefore not reckoned it as a liability of the Movement itself. The rent item is an uncertain liability inasmuch as it is impossible to determine how long a period will elapse by subleasing or otherwise before the Movement can release itself from the contract for the Greenhut Building, which covers a period of ten years at the rate of $536,000 a year. At the present moment it seems probable that this liability, or some substantial part of it, will remain a charge against the Interchurch World Movement for some months to come.

Omitting, therefore, the question of interest and rent, it seems probable that the present assets will be sufficient to pay off all the outstanding liabilities, and the Business Mens' Committee has been working strenuously to effect this result. It is only fair, however, that the denominations should know that if this result is not achieved, and if there should remain outstanding liabilities for which assets cannot be found, the constituent denominations for whom the Interchurch World Movement was the agent, are legally responsible for payment. This at least is the advice of counsel.

The books and accounts of the Movement have been for the part

several months in the hands of certified public accountants and it is intended that they shall remain so until the affairs are definitely wound up or a reorganization is effected.

We have emphasized the financial situation in which we find ourselves at the present time because it will have an important bearing on our future action. Several courses are open to the denominations, and we shall list them briefly:

1. The discontinuance of the Movement.

This would involve

(a) The disposition of the existing survey, office, library, reference and other records now the property of the Movement.

(b) The invalidation of all pledges made on the basis of the Movement going forward. In other words, this would involve a loss of approximately $130,000 pledged on the new campaign, and approximately $522,000 on the Friendly Citizens Campaign. We do not mean to say that there will not be a considerable shrinkage in both these amounts, even if the Movement goes forward, but the total loss of these assets if the Movement is discontinued should be borne in mind.

(c) The assumption by the denominations and societies of the debts and existing liabilities if any, over and above the amounts due at the banks.

(d) The loss of the practical cooperation which has been obtained in this Movement, as well as of the organization which has been built up in all the states, and the continuity in survey and common promotion.

If, however, it is the judgment of this Committee today that the Movement should be discontinued, it can be done either by

---

making application for a receivership and throwing the whole proble into the hands of the courts, which obviously would be very undesirable or by asking the Executive Committee to appoint a small subcommittee of business men to close up the affairs of the Movement in the best possible way. In this latter event, provision would have to be made for personnel and immediate funds with which to meet any debts if any, that remain unpaid.

II. The continuance of the Movement

The Movement may be continued in one of the two following methods:

(1) A nominal continuance of the corporation but a practical discontinuance of all activities of the Movement. If this is done, officers must be elected and a Committee appointed with power to bring the corporation to a nominal status practically without expense. It should be borne in mind that whether the Movement is discontinued or continued on a merely nominal basis, the liabilities in any event will have to be assumed; all of the afore stated problems of discontinuance remain.

(2) The Movement may be continued on a reorganized basis which would involve the following:

(a) To assume the assets and liabilities as indicated.

(b) To make arrangements to collect all the pledges that are contingent upon the Movement going ahead and to approach the official committees and boards of the various denominations for financial support for the next year.

(c) To determine the main features of the program and the organization for next year which for a simple and yet efficient and constructive organization might be as follows:

---

a-1 To tabulate, conserve and publish available survey material and furnish the denominations with information already gathered from all divisions of the survey.

b-1 To build up, state by state, in a democratic way, an Interchurch program supported by funds raised by the state committees. The national Movement would maintain as a basis of cooperation contact with the State offices and the correlation and unifying of all plans as largely as possible.

c-1 To continue the Missionary Education Dept. for the purpose of providing educational material and conducting conferences of leaders as heretofore. Attention is called to the fact that this department is largely self-sustaining.

d-1 To serve as a correlating medium for such common tasks as the cooperating agencies may agree upon

e-1 To achieve the above-mentioned functions, it would be necessary to have a General Committee as has been already authorized and approved by the denominations and an Executive Committee and a small executive staff.

Such a program could be carried forward on a budget of from $100,000 to $150,000 a year, exclusive of rent, and exclusive of the budgets in the states where the work would be self-supporting. In no case should the expenditure be over and above the collectable and yearly assets. This amount could be increased as the denominations might desire, thereby expanding the functions as may

---

be found necessary.

It should be pointed out that the slate is now clean so far as the executive leadership is concerned, all resignations as I have said, having been accepted at the last meeting, except the Vice-Chairman, Chairman of the Executive Committee and the Treasurer whose resignations are before the Executive Committee. Your Committee could if it so desires coordinate the work of the interdenominational agencies representing the great interests which during the past year have cooperated with the Interchurch World Movement, such as the Foreign Missions Conference, the Home Missions Council, the Council of Church Boards, etc.

We have briefly outlined the possibilities of action which confront us today. The question as to whether the Movement is continued or discontinued and the methods by which either of these alternatives is to be put into effect lies in the hands of your Committee for consideration.*

---

* See Chapter VIII Page 14-17 for action taken at this General Committee Meeting, July 8. 1920.

UNDERWRITINGS

The expense of the Interchurch World Movement was paid by borrowed capital. This money was borrowed from the banks of New York on underwritings furnished by the Churches which were given to the Banks as guarantees. This was the plan of the Interchurch World Movement from the beginning and while some preliminary arrangements were made with the Methodists whereby the Board of Foreign Missions advanced certain sums to meet the preliminary expense of the Movement it was the purpose all along to take care of the expenses as indicated above.

The following extracts from the minutes of the Interchurch World Movement together with the documents included tell the story of the Underwritings.

(Report Presented to Committee of 20, Dec.27,28,1918)
25 Madison Avenue, New York.

FINANCING THE MOVEMENT

The movement should be financed from the funds secured, and the cost-pro-rated to the participating organizations according to the sums received from the movement. no assessment is to be made upon the boards to cover the expense; but a plan of financing is to be worked out whereby credit ban be secured so that the sums needed will be available for the use of the committee without the necessity of levying assessments.

(General Committee,Wallace Lodge,Yonkers,Fe.5-6-,1919.)

The following resolution presented by Dr. Foulkes was adopted:

"Resolved: That the Executive Committee be and hereby is authorized and directed to borrow upon its note or notes such sums of money as may be necessary in its judgment, to carry

to carry on the immediate work of the Committee, and that the officers of the Executive Committee or persons designated by said committee be authorized to sign said note or notes in the name of the committee.

Resolved that the Executive Committee be authorized to appeal to the various benevolent boards and missionary boards for such underwriting as may be necessary to secure such needed sums."

It was voted that the question of the expenses of those attending the meeting who are not members or connected with any board be referred to the Executive Committee with power.

After the signing of the Doxology and prayer by Dr. Day, the meeting adjourned.

Minutes of Sub Committee
Treasurer, Suggested Budget and Finance
Committee.

It was voted that George M. Fowles of the Methodist Board be elected as Acting Treasurer.
It was voted that at this time we attempt to secure a credit of $1,000,000 to be made available when needed.

(Cabinet Meeting Columbus, Ohio.)
July 7-8,1919.

UNDERWRITING.

Voted that Dr. Fowles be asked to secure if possible the underwriting of the four organizations - joint Centenary Movement, New Era Movement, Baptist Victory Movement and Men and Millions Movement.

(Cabinet Meeting, New York)
(September 5.)

UNDERWRITING

Discussion regarding what steps to take to secure underwriting of the leading boards. Voted that a committee be appointed to take up with the Boards the question of underwriting the Movement. Also to recommend additional members of the Finance Committee to take the places of Messrs. Ayer, Baker and Day. Committee appointed: Messrs. Fowles, Cory, Haggard.

REPORT TO CABINET - September 18-1919.

ON THE QUESTION OF RELATIONSHIPS.

A. E. Cory.

- - - - - - - - - -

I was asked to study the question of relationship to the various cooperating bodies. I have found in working on this problem a very interesting difference of opinion as to the meaning of the words "relationship," "coope ration" and "underwriting."

Early in the Movement, at a meeting of the Executive Committee, Dr. Mott was asked to arrange to have this matter presented before the various cooperating bodies with the understanding that the approval of the boards should be secured. In carrying out this action of the Cabinet, Dr. Mott called a meeting on Feb. 15th where a program to reach the various boards was outlined but the question of underwriting was not raised.When Dr. Mott left for Europe, he left this matter in the hands of Mr.Diffendorfer.

On Feb.6th another committee was voted authorizing George M. Fowles, Dwight H. Day, and James M. Speers to secure credit for $1,000,000 Under this action, the Meth. Episcopal Board granted a credit od $200,000 The Presbyterian Foreign Board granted a credit of $100,000, and the Disciples' various boards $133,000. Dr. Foulkes was later appointed in full charge of relationships. Because of his illness, Dr. Herring was asked to handle the matter. Most of his work was done in connection with the Committee on "What Should Be Included in the Budget" of which Herring, Baker and Speers were members. After the action of the Presbyterian General Assembly, a Committee was appointed composed of Messrs. Speers,Herring,Taylor,Mott and Cory. When this committee was appointed the word "cooperation was used. Afterwards Dr. Haggard was added to this Committee.

On Sept. 5th, the Cabinet appointed Messrs. Fowles, Cory and Haggard to arrange for underwriting.

This review of the situation shows very clearly that the Executive Committee and Cabinet have differentiated between "underwriting" and "cooperation" and "relationship." In my judgment it is necessary now to proceed as follows:

1st - To appoint one committee to have entire charge of relationships and underwriting. To allocate one man who is known to the Boards in the East to assist this committee.
2nd - It is going to be necessary to send special representatives to many of the boards. There should be a campaign along this line.
3rd - The question of a simultaneous or a straight campaign must be answered.
4th - The date of the drive is very important.
5th - Representation on the Committee by denominations must be settled.
6th - The relation of interdenominational organizations must be settled.

Nothing can be done on relationships until a direct answer is given to these questions.

RELATIONSHIPS
(Executive Committee Meeting-Sept.19,1919)

Mr. Speers presented the report of the Committee on relationships, containing the following:

(1) To appoint one committee to have entire charge of relationships and underwriting; To allocate one man who is known to the Boards in the East to assist this committee.

(2) It is going to be necessary to send special representatives to many of the Boards. There should be a campaign along this line.

(3) The question of a simultaneous or a united campaign must be answered.

(4th) The date of the Drive is very important.

(5) Representation on the General Committee by denominations must be settled.

(6) The relation of independent and interdenominational organizations must be settled.

Dr. Cory supplemented this by brief statement that there had been confusion as to the meaning of the terms "underwriting" endorsement" and "approval."
It is voted under the different points:

(1) That there should be one committee appointed to proceed with the whole question of "Relationships" including "underwriting." Voted that the standing committee on Relationships consisting of Messrs. Speers, Herring, Mott, Taylor and Cory, continue; Cory acting as Executive Secretary, and adding Dr. Fowles, representing the underwriting.

(2nd)That the matter be referred to the Relationships Committee.

(3) That the Executive Committee report to the Conference on Relationships of the leaders of the denominational Movements in session today that the question of a simultaneous or unite campaign was yet to be determined, and that the question should be settled by the General Committee as its meeting next week.

(4) Date of Drive - That the Executive Committee favors the Drive taking place this coming Spring, but that will depend upon the surveys and the cooperation of the various agencies.

(5) Representation on Committee by denominations Exhibit A

(6) Relation of interdenominational organizations. Voted that this question be referred to the General Committee, and that Dr. Cory be asked to report to the Conference of the leaders of denominational movements that this question would come up at the General Committee at Cleveland with a recommendation that a committee be appointed from that body to handle it.

BUDGET AND UNDERWRITING

(General Committee, Cleveland, Sept. 24-26th)

James M. Speers presented the report of the Committee on Budget and Underwriting. (Exhibit O)

Dr. Fowles gave detailed report of the expenditures to date and the proposed budget for October, November and December.

Voted general approval of the budget.

Voted that the Executive Committee be fully authorized to borrow such sums of money as may be necessary within the budget, which has been approved, and sign the note of the General Committee of the Movement for that purpose.

Report adopted as corrected.

REPORT OF COMMITTEE ON BUDGET AND UNDERWRITING -Exhibit O

1. The Treasurer wishes to report through the Committee that the total expenditures of the Interchurch World Movement within the period since it was established in January, 1919, and ending August 31,1919 have been $422,973.09, and that the estimated expenditures for the month of September will be approximately $225,000. The total expenditures up to date, therefore are well within the original estimates, which called for a maximum expenditure of $900,000 up to October 2.

II. The Committee recommend as a maximum budget for the three months, October to December inclusive, a total of $1,449,699, with the suggestion that the Executive Committee give more extended study to the various items, effecting such savings as may be made and making such adjustments among the various divisions of the budget as the developments of the work during the period make desirable.

III. The Committee recommend that the expenses of the Interchurch World Movement shall be met from the funds contributed, each budget included in the financial campaign bearing its proportionate share of the total; and that the Executive Committee be authorized to make suitable adjustment with any cooperating agency which may wish to avail itself of the survey, or of other benefits of the Movement without participating directly in the financial campaign.

IV. The Committee recommend, in order to provide the funds required for immediate expenditure pending the receipt of contributions, the adoption of the following plan for underwriting the budget of the Movement: viz.

That each of the various agencies affiliated with the Interchurch World Movement be requested to underwrite by lending its credit to the Movement, not to exceed five percent(5%) of its askings; that is, five percent of the amount which it desires to raise in any united simultaneous campaign which may be conducted.
It is recommended that even agencies which do not expect to benefit financially from the proposed campaign be invited to underwrite specific amounts in lieu of benefits which they expect to receive from certain features of the Interchurch World Movement, such as the surveys, the intensive educational campaign, etc.
It is understood that underwriting does not require collateral or cash appropriation. It is further understood that the expenses of the Movement shall be paid from undesignated funds that are received, and that the cooperating boards and agencies will not be asked to pay any cash on their underwriting agreement except in case the undesignated funds are not adequate the necessary expenses of the Movement.

V. In view of the fact that certain boards and agencies will raise funds for varying periods of from one year to five years, it is understood that the underwriting shall apply to the total budgets of the participating agencies, no matter how long the period, but that the amount to be paid the first year by any given agency shall be five percent of the amount of its budget which is designed to cover its first year's expenditures.
We request the Executive Committee to take immediate steps to push this underwriting plan.

RELATIONSHIPS AND UNDERWRITING
(Cabinet Meeting, September 30th, 1919, N.Y.)

Dr. Foulkes was asked to assume responsibility for Relationship with the Boards and Underwriting but he stated that he preferred not to act officially until the Presbyterian situation was fully cleared.
Voted to leave the matter with Dr. Foulkes and Dr. Cory to work out togetherm Dr. Cory assuming responsibility until Dr. Foulkes is in a position to act officially.

(UNDERWRITING)
(Cabinet Meeting, Oct. 24, 1919.)

Dr. Fowles for an expression of opinion from the Cabinet as to which documents, and how many, should be prepared for sending to the boards in connection with underwriting the Movement.
It was the sense of the Meeting that a thousand copies of the General Statement as to Underwriting, Resolution for the Boards to pass, and the Underwriting contract itself, should be prepared and sent to the boards for use in underwriting.

Referred to Foulkes, Cory and Fowles to take this up and report at next meeting.

UNDERWRITING

(Cabinet Meeting, October 30, 1919.)

Dr. Fowles presented the final draft of the Underwriting papers which were approved, and copies ordered for use for the different denominational Boards and Societies.

UNDERWRITING PAPERS

GUARANTEE

KNOW ALL MEN BY THESE PRESENTS, that

. . . . . .

the undersigned, in consideration of a loan to be effected by the Interchurch Corporation, for the purpose of conducting a campaign for moneys needed in prosecuting the work of this Board, hereby guarantees to the holder or holders of any of the notes of the Interchurch World Movement of North America, given as security for the aforesaid debt, due and punctual payment of thousand dollars ($) of the principal thereof with interest, and the Board further agrees that all contributions received by the Interchurch Corporation in the course of its campaign are to be deposited in the name of the Interchurch World Movement of North America and are to be subject to a lien in favor of the holder or holders of said note or notes, as above stated, until the same are repaid.

_____

By

RESOLUTION FOR BOARDS.

"WHEREAS, several boards and agencies of Protestant Churches of North America have secured the formation of a corporation known as INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA, INC., (hereinafter referred to as Interchurch Corporation), for the purpose, among others, of conducting a campaign for the collection of moneys needed in the work of said several boards and agencies; and

"WHEREAS, for the purposes of this campaign, the Interchurch Corporation has agreed toeffect a loan or loans, to be evidenced by the promisory note or notes of such corporation, payable in six months, bearing interest, with the privilege of renewal for a like period; and

WHEREAS, the borrowing evidenced by such note or notes and the purposes for which the proceeds thereof are to be applied are for the benefit and advantage of the participating Boards of which this Board is one,

NOW, THEREFORE,

RESOLVED, that

hereby guarantees to any holder or holders of the note or notes of said Interchurch Corporation the due and punctual payment of
thousand dollars of the principal amount so borrowed with interest, that said

enter into an agreement of guaranty pursuant to this resolution; that the
or
be and they severally hereby are authorized to execute such agreement of guaranty on behalf of said
and to
deliver the same to any holder or holders of the notes above mentioned as security for said loan; that the form of such agreement of guaranty, which is hereby approved, be substantially as follows:

KNOW ALL MEN BY THESE PRESENTS, that

....

the undersigned, in consideration of a loan to be effected by the Interchurch Corporation for the purpose of conducting a campaign for moneys needed in prosecuting the work of this Board, hereby guarantees to the holder or holders of any of the notes of the Interchurch World Movement of North America, given as security for the aforesaid debt, due and punctual payment of thousand dollars ($) of the principal thereof with interest, and the Board further agrees that all contributions received by the Interchurch Corporation in the course of its campaign are to be deposited in the name of the Interchurch World Movement of North America and are to be subject to a lien in favor of the holder or holders of said note or notes, as above stated, until the same are repaid."

I, , of the City of State of do hereby certify that I am Secretary of the a Corporation.

I further certify that the foregoing is a true and correct copy of a resolution from the minutes of a meeting of the Board of of said corporation held on the day of in the City of

I do further certify that said meeting was held in accordance with the By-Laws of the corporation and that a quorum of the was present and voted for said resolution.

IN WITNESS whereof, I have hereunto set my signature and the seal of the corporation this day of , 1920.

_____

_____

UNDERWRITING and RELATIONSHIPS

(Cabinet Meeting, November 10, 1919.)

Voted to recommend to the Executive Committee the following:

"In view of the fact that Dr. Foulkes is now in position to take entire charge of the Underwriting and Relationships, it is recommended that the entire responsibility should be placed upon him."

(Executive Committee, November 10th,1919.)

Dr. Fowles reported that underwriting papers had been prepared and delivered to Messrs. Foulkes, and Cory,ready for sending to the Boards. Dr. Cory reported that documents have been sent to the various cooperating agencies.

Dr. Cory stated that the Cabinet had asked him to assume responsibility until the Presbyterian action was fully cleared and Dr Foulkes could act officially; that in view of the fact Dr. Foulkes was now in position to act, he recommended that the entire responsibility for underwriting should be placed with Dr. Foulkes.

Dr. Foulkes stated that he could not accept the entire responsibility of underwriting.

It was the sense of the meeting that this responsibility rest with the Finance Committee. Voted to leave the matter of underwriting in the hands of the Finance Committee, with Dr. Fowles, as ex-officio, and to assign Dr. Foulkes to the Finance Committee as an ex-officio in connection with the matter.

UNDERWRITING

(Cabinet Meeting, November 13th, 1919.)

Dr. Foulkes reported that the underwriting documents had been sent out, that some responses were being received, and that a meeting of the Finance Committee was to be called by Mr. Speers in the near future, when the whole status of the underwriting to date would be presented to that committee.

REPORT ON UNDERWRITING

(Executive Committee,Dec. 16th, 1919.)

Dr. Foulkes reported that the underwriting was in process and that so far the Disciples Boards had underwritten $516,000. The Presbyterian Board $200,000. the Methodist Episcopal Board $750,000. the Northern Baptist $200,000. and a number of other underwritings had not been completed.

CONTRACT WITH BANK

RESOLUTION OF THE INTERCHURCH CORPORATION

(Executive Committee,Feb.3-1920.)

****

WHEREAS one of the purposes for which this corporation was organized is to conduct joint campaigns on behalf of the several boards and agencies of Protestant Churches; and

WHEREAS this corporation has not now the necessary funds for the conducting of a campaign desired by these several boards and agencies.

RESOLVED; That for the purpose of conducting a campaign for subscriptions and payments for the boards and agencies of these Protestant Churches, this corporation borrow from Bankers Trust Company, New York City, and associated banks and trust companies, not to exceed the sum of Fifteen Million Dollars ($15,000,000) that this corporation make and deliver to said Bankers Trust Company its promissory note or notes, payable in six months or less at the option of said Interchurch Corporation, bearing interest, with the privilege of renewal for a like period and in such form and terms as the officers of the Bankers Trust Company may approve; that the Treasurer or the Assistant Treasurer of this corporation be and they severally hereby are authorized and directed to obtain the loan

---

above referred to; to execute in the name and on behalf of this corporation promissory note or notes hereby authorized, and to take all other and further action as may be necessary and proper in order to carry the provisions of this resolution fully into effect.

RESOLVED: That the loan or loans from the Bankers Trust Company and associated banks and trust companies this day authorized be reduced and repaid from the first moneys collected for the benefit of this corporation from the campaign to be conducted by it, and that the officers of this corporation be and they hereby are authorized and directed to execute an engagement of this corporation with Bankers Trust Company to that effect; and

RESOLVED: That moneys collected from the campaign to be conducted by this corporation be deposited to its credit with Bankers Trust Company, and that this corporation open an account with said Trust Company in the name of this corporation and that the Treasurer or the Assistant Treasurer of this corporation be and they severally hereby are authorized from time to time, for and on behalf of this corporation, to make or sign notes, obligations, agreements or other instruments, to accept drafts or to procure loans or advances, to sell securities, bills and accounts receivable of this corporation, and that the Cashier or Assistant Cashier, together with the Treasurer or Assistant Treasurer, be and are hereby jointly authorized to sign, issue or negotiate checks or drafts against the account of this corporation with the Bankers Trust Company, to pay, adjust or secure any transaction, matter or liability, and to do all acts therein, to pay all sums due or to become due, to accept and receive notices and demands, and generally to do all acts and things with reference to any transaction in the name or on behalf of this corporation with

the said Bankers Trust Company or in carrying on its business relations therewith, which any of the said officers may see fit; and further

RESOLVED: That Bankers Trust Company may redeposit any funds received from this corporation in other banks or trust companies associated with it in the loan, and further

RESOLVED: That all checks of this corporation drawn upon such account signed as aforesaid, including checks drawn to cash or the individual order of the officers signing said check as aforesaid shall be honored and paid by said Trust Company and charged to this corporation's account; that the name of this corporation may be either written, stamped or printed upon checks or drafts or other orders for the payment of money drawn as aforesaid, with the signatures of the officers signing following, and that the endorsement for the deposit of checks, drafts or other instruments to the credit of the said account be by the written, stamped or printed name of this corporation either with or without the written signature of either or any of the said officers above mentioned following the same; that this resolution continue in force until formally rescinded and due notice of rescission is filed with said Bankers Trust Company and that the Secretary of this corporation be and he hereby is directed to deliver to said Bankers Trust Company a copy of this resolution and the names and signatures of the officers authorized by this resolution to sign or countersign for this corporation, certified under his hand and the seal of this corporation.

INTERCHURCH CONTRACT WITH THE BANKERS TRUST COMPANY

THIS AGREEMENT, made the seventh day of February, 1920. by and between BANKERS TRUST COMPANY, its successors or assigns, a corporation of the State of New York (hereinafter referred to as the "Trust Company"), and INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA, a corporation of the State of New York (hereinafter referred to as the ("Interchurch Corporation").

WITNESSETH: THAT

WHEREAS, certain boards and agencies of Protestant Churches have secured the formation of the Interchurch Corporation for the purpose, among others, of conducting a campaign for the collection of moneys needed by said boards and agencies: and

WHEREAS, to enable the said corporation to obtain sufficient moneys to carry out the purpose of its Charter it is desired to secure a loan for the conduct of the campaign above referred to; and

WHEREAS, the said several boards and agencies have agreed to guarantee the payment of all loans contracted in the conduct of said campaign;

NOW, IN CONSIDERATION of the premises and of one dollar in hand paid by the Interchurch Corporation to the Trust Company, the re-ceipt whereof is hereby acknowledged, the Trust Company hereby agrees to loan to said Interchurch Corporation the sum of Fifteen Million Dollars ($15,000,000), secured by the promissory note or notes of said Interchurch Corporation, bearing interest with the privilege of renewal for a like period and otherwise in such form as the offi-cers of the said Trust Company may approve.

Before the Interchurch Corporation shall be entitled to receive any of the sums agreed to be loaned hereunder, the said Interchurch Corporation shall deposit with the Trust Company contracts guaranteeing the amount of any such advances, such guarantees to be satisfactory in all respects to the officers of the Trust Company.

It is hereby expressly agreed by the Interchurch Corporation that all contributions received by said Interchurch Corporation for its own benefit in the course of the proposed campaign shall be deposited with Bankers Trust Company in the name of Interchurch World Movement of North America and the said Trust Company may apply the first of such moneys collected from the campaign to the reduction and repayment of the loan above referred to with interest thereon, provided, however, that if the loan above referred to is insufficient to meet the expenses of the contemplated campaign and that further sums are not furnished by Bankers Trust Company, then said Trust Company shall be only entitled to such portion of the deposits of the Interchurch Corporation as shall equal its proportion of the total moneys borrowed for the purposes of the aforesaid campaign.

It is further agreed by said Interchurch Corporation that the Trust Company may redeposit any funds received from the Interchurch Corporation in other banks or trust companies associated with it in the loan.

This agreement shall bind and insure to the benefit of the respective successors or assigns of the parties hereto.

BANKERS TRUST COMPANY

BY_____

INTERCHURCH WORLD MOVEMENT
OF NORTH AMERICA

BY_____

I, William B. Millar, secretary of the Interchurch World Movement of North America, hereby certify that the foregoing is a true and correct copy of a resolution and form of contract passed by the Executive Committee of the said Interchurch World Movement of North America on the third day of February, nineteen hundred and twenty, as shown by the minutes of said meeting.

Given under my hand and the official seal of the said Interchurch World Movement of North America affixed, this seventh day of February, nineteen hundred and twenty.

_____

Secretary

Executive Committee
(February 16, 1920.)

Dr. Fowles read a list of boards and agencies cooperating in the Interchurch World Movement, with amounts underwritten by each, the whole amount of underwriting, at all stages combined, totaling approximately $3,150,000.

Voted that the whole matter of pushing the underwriting be referred to the Finance Committee with power.

Executive Committee
(March 16th, 1920.)

REPORT OF FINANCE COMMITTEE
Underwriting

Dr. Cory presented detailed report of Underwriting, giving amounts at the bank, voted but not in, probable and possible underwritings. Mr. Nicol on behalf of the Finance Committee made supplemental statement that the underwriting in sight was not sufficient to cover the estimated expense budget of the Movement up to May 15th of $8,000,000. and that it would be necessary either to get the Boards to increase their underwriting, have private individuals underwrite amounts, or to reduce the budget still further.

At this point, during the discussion as to the Boards increasing their underwritings, it was announced that the Congregational body was in session considering their underwriting, Voted to ask Dr. Herring and Dr. Taylor to prepare a telegram, to be sent in the name of the Executive Committee stating that the underwriting was progressing and urging the fullest support of the Congregational body.

Dr. Robert E. Speer moved that the budget be reduced to bring it within the limits of the underwriting which is assured; motion seconded by Mr. Nicol. (See later substitute motion).

Upon motion of Mr. Rockefeller, seconded by Dr. Foulkes, it was voted:

(1) To use every resource to get as much more underwriting as possible, including the conversion of the $2,500,000 of probable underwriting into actual securities.

(2) To call in the officers of the larger boards and agencies, and to ask them, with our Finance Committee, to carefully review the situation, pointing out the dangers of spending more money and the dangers of curtailments of expenditures, and facing either further retrenchment or securing more funds.

(3) For the Finance Committee to endeavor at once to get $4,000,000 privately underwritten.

---

(4) To seek to get the banks to reduce the $2,000,000 underwriting which they have asked to be provided as a margin.

The above was unanimously adopted as a substitute for Dr . Speer's motion, with the understanding that the foregoing plan be put into full effect before the next meeting.

REPORT OF FINANCE COMMITTEE

(Executive Committee March 30,1920.)

Mr. Speers presented report of the Committee on Underwriting, as follows:-

1. "At the last meeting of the Executive Committee your committee reported a total at bank of $3,071,680.20; voted but not in, $1,910,534.25; in the very probable column, $648,169.05.
2. "Your committee is glad to report today that there is a total in bank of $4,031,832.00; there is voted but not in, $2,431,609.15; there is a probable sum which we feel can be counted upon in the next thirty days of $708,885.62.
3. "In other words, that at bank, voted but not in, and the very probable amounts to $7,172,326.77.
4. "Other possibilities, which we feel there is a fair fighting chance of being available before the first of June, amount to $1,470,699.86.
5. "This makes a grand total of the amount at bank, voted but not in, very probable, and other possibilities, of $8,643,026.63,
6. "We are able to make this report because of the action of the Reformed Church in the United States, in voting an extra $104,974.25. for their second year's work; also in the Baptists voting an extra million and a half, which covers practically half of their sum which is being asked for on the 5 year basis.
7. "We are receiving splendid cooperation from many other churches that we will not mention.
8. "It seems however, that your committee should make special request of some of those who have not underwritten for the full amounts, notably the Northern Presbyterians,the Southern Presbyterians, and some of those that are in for five years who have only underwritten for one year. Some of these churches we have not estimated for a larger sum.
9. "The only conditional amount in the above underwriting, that we know of, is the sum of $400,000.00 which has been reserved for the probable expenses of the Northern Presbyterians."

Dr. Cory made supplemental statement that this included only the underwriting from organizations and the committee had not taken into consideration any personal underwriting leaving that to the Finance Committee. Dr. Cory referred to eighth paragraph of the report and suggested that approach be made by the Executive Committee to other Boards similar to that made to the Baptists to try to get them to increase their underwriting.

Report Approved.

FINANCIAL UNDERWRITINGS IN EXCESS OF PRO RATA SHARE
(Finance Committee, April 3, 1920)

It was agreed:-

(1) That any of the denominations or boards cooperating in the Interchurch World Movement which underwrite toward the expenses of the Interchurch World Movement a larger sum than their pro rata share of the amount of their first year's scheduled askings from the Financial Campaign, shall have a first lien on the undesignated gifts (that is, the part of the fund secured in the Campaign from other than denominational sources) up to their pro rata share of the total amount of such excess in underwriting.

(2) In case sufficient excess underwritings are not secured from denominations and boards, and in case therefore it becomes necessary to secure individual underwriting, the individuals who thus personally underwrite shall share, with the boards and denominations which provide excess underwriting, in the foregoing arrangement and on the same basis; that is, the pro rata basis.

VOTED, to adopt the above resolutions with the understanding that an official communication will be sent to all of the boards and agencies that have thus far underwritten, stating the progress of the underwriting, indicating the amount still required in underwriting, apprising them of these resolutions and requesting them, if possible, to increase their underwritings with this in mind.

UNDERWRITING

Mr. Richard Fowles stated that the amount of underwriting received to date totaled $4,941,166. of which amount about $400,000.00 had not been accepted at the banks because of technicalities, After reviewing all tangible possibilities of underwritings on the part of boards and agencies, it was noted that approximately $1,750,000. additional underwriting would need to be secured, and presumably within the next two weeks.

LETTER SENT TO BOARDS
(April 10th, 1920.)

Dear Dr.----

Enclosed please find a very important excerpt from the minutes of the Finance Committee recording an action which vitally concerns all the cooperating denominations and boards, and which was authorized at the last meeting of the Executive Committee.

On account of the delayed involved in securing the underwriting of some of the cooperating boards, it became necessary to secure an excess underwriting from those denominations and boards which are able to function more promptly.

The Interchurch World Movement and all cooperating boards are under obligations to these boards which are arranging for an excess underwriting under these circumstances, and therefore it seems only right and proper that they should receive special protection for these excess underwritings, as outlined in the paragraph numbered(1) which provides that the notes which are secured by an excess underwriting shall be the first lien on the funds secured in the campaign from other than denominational sources before the pro rata share of each denomination's participation in the campaign expenses is determined.

The Baptist Movement has already responded to our request for these excess underwritings by underwriting an additional $1,500,000. and the Reformed Church in the United States has underwritten an additional $104,974.25.

It is our earnest hope that you will respond to the appeal of the Finance Committee for a liberal portion of the $1,750,000 for which underwritings are still required.

Will you kindly write me by return mail what the possibilities are in this respect as far as your Board is concerned, and also on what date action could be taken.

Thanking you in anticipation, I am

Cordially yours,

A. E. Cory
Associate General Secretary
Director, Field Department.

UNDERWRITING REPORT

(Executive Committee April 20, 1920.)

Dr. Cory presented the report on underwriting stating that the total underwriting to date was $7,498,899.93, in addition to which the "very probable" amount of $204,804.42 would bring the underwriting up to $7,703,704.35, with possibilities of $860,150.05 additional.

Dr. Cory stated that much of the credit for the results of the underwriting is due to the faithful following up of the underwriting details by Messrs. Burrell and Michel.

Dr. Taylor said that the Committee should express its gratitude to almighty God for bringing the Movement to this point; that the Committee had moved forward in faith and God had led in ways that we knew not and we were indeed grateful for the outcome.

A letter by Geo. M. Fowles to the Boards for the collection of Underwritings.

Gentlemen:

A conference between the General Committee of the Interchurch World Movement and the guarantors of the notes of the Movement was held in New York City on May 17th and 18th,1920.

At this conference, a complete review was made of the present status of the Interchurch World Movement, especially on its financial side. The following facts were developed:

1. That of the $220,000,000 sent down as denominational quotas, $176,000,000 were reported as pledged, with many hundreds of churches not yet heard from. There seemed to be good reason to expect that the total subscription would amount to well over $200,000,000. This campaign was considered a magnificent success as it represented by far the greatest sum of money that was ever raised by religious organizations at one time.

2. The so-called "Friendly Citizens Fund" , from which was to be financed the program of the Interchurch World Movement for the last year and for the year to come, received only $3,000,000. This was a great disappointment, for it meant an entire readjustment both as tomthe manner of financing the Movement and as to the program for the coming year.

3. The Treasurer of the Movement reported that the expenditures to date amount to $7,367,529 and that there was more than $1,000,000 of obligations outstanding. It was estimated that if the Movement were discontinued it would cost another million dollars to demobilize the force and close up all accounts. To secure money to close up the Movement, it would be necessary to call for the payment of all underwritings in

---

full, and in addition to levy an assessment to care for the additional expenditures over and above the amount of underwritings secured.

4. To meet this emergency, the cabinet of the Movement made the following proposition:-

a. - To organize all the available forces of the Movement to join with the denominational leaders in a continued financial campaign, extending to July 15th, 1920.

b. - To carry on this campaign $500,000 extra will be needed of which amount the field force has already subscribed $275,000.

c. - The basis of the financial appeal shall be to provide funds for carrying out the program of the Movement from its beginning up to May 15, 1921.

d. - As the General Committee has recommended that the budget of the Movement from July 15th, 1920 to May 15th, 1921, should not exceed $150,000 per month, exclusive of interest charges, the total quota of $9,500,000 should be sent down to the counties, and it is confidently expected that with hearty denominational cooperation this amount can be secured within sixty days.

When the Conference took up the consideration of the Cabinet's proposition, two questions arose: -

1st How can the Movement be financed for the next sixty days?

2nd How can the money be secured to meet the obligations at the bank?

The first question was finally answered by securing releases of all claims of the banks others against the $3,000,000 already subscribed. From these subscriptions, it is expected to secure the funds necessary for the next sixty days. Already about half of this amount has been secured in the form of cash or promises to pay in the immediate future.

The second question was most difficult to answer. As there seemed to be no alternative, it was agreed to make the following calls upon the underwriters for the amounts they have guaranteed:

25% to be paid June 1st, 1920.

25% to be paid July 1st, 1920.

25% to be paid August 1st, 1920.

25% to be paid September 1st, 1920.

If necessary the special guarantees will be called upon for 25% of their underwriting on the first of each succeeding month, beginning September 1st, 1920.

While provision has been made for calling in the full amount of all underwritings, there remains one way by which only the first 25% need be paid and even this amount be recovered again within the year. That way is for all friends of the Interchurch Movement to join heartily in the continued financial campaign, during the next sixty days and see that cash be secured as far as possible and remitted promptly to the Treasurer, George M. Fowles 45 West 18th Street, New York City. When payments of pledges must be deferred, urge that they be paid in short intervals so that the total amounts will be in the Treasurer's hands within three months.

When it is remembered that an average of $3,000 per county will give us the full amount required, it seems entirely practicable that money can be placed in the Treasurer's hands within the next few weeks and avoid embarrassments that must follow any further calls upon the underwriters.

Shall, we, who believe so whole-heartedly in the great principle of Christian cooperation, shall we not do our fully duty in achieving a complete financial victory within the next few weeks and thus conserve and advance the cause of Christian brotherhood?

(Signed) George M. Fowles
Treasurer.

May 22, 1920.

REPORT AS ENLARGED AND REVISED
(August 20, 1920)

We are writing you as one of those vitally interested in the present condition of the Interchurch World Movement.

You will remember that a small committee of business men was appointed on June 18th to take charge of the affairs of the Movement. As representatives of that committee we are communicating to you some of the facts concerning the present status.

On June 28th, 1920, when it was decided that the Interchurch World Movement should suspend all its promotion activities, it was estimated that the outstanding liabilities not covered by underwritings at the banks were $900,000. The monthly payroll as of that date was about $130,000. At that time, it was difficult to give a correct estimate of the assets of the Movement, but it appeared that the liabilities as of that date exceeded the assets.

Since June 28th, the Movement has been reduced to the lowest possible basis at which the valuable records gathered by the survey and other departments could be conserved. At the present time,

---

the Movement consists of the following departments: Missionary Education, Sales and Property Conservation, Treasury and Administrative, with a monthly payroll of less than $11,000.

The Cash receipts for the month of July from payment of pledges, return of revolving funds and from the sales of equipment etc., amounted to $623,003.19.

The present liabilities of the Interchurch World Movement, including operating expenses up to October 31st (not covered by underwritings at the banks) appear to be about $875,000 and the present assets of the Movement appear to be $1,030,000. The $42,000 which has been paid in as a result of the future program fund campaign is not included in the assets as all money received through this campaign is being held in trust pending action of the Committee of Fifteen charged with the duty of preparing reorganization plan.

Exclusive of the amounts that we owe at the banks which are covered by underwritings, it looks as if the Movement would be able to pay all outstanding obligations and continue on its present modified basis until the report of the reorganization Committee of Fifteen is presented.

UNDERWRITINGS

If it were not for the question of underwritings, our financial situation would be quite hopeful. We are bound to confess, however, that this situation gives us considerable anxiety. The banks have been most generous in their attitude toward these obligations and we have felt from the beginning that we were dealing with men who were doing their utmost to aid us--even against their own immediate interests--in the situation in which we find ourselves. However, the bankers are dealing with money with which they have been entrusted and they have responsibility which, of course, they must protect.

It must be stated with all frankness that the Interchurch World Movement is absolutely without funds with which to meet the notes covered by underwriting and the only recourse for the banks is to hold the underwriters responsible for the full amount with interest

The notes of the Interchurch World Movement amounting roughly to six million five hundred sixty thousand dollars must be paid and the longer payment is delayed, the greater will be the amount to be paid, due to the accruing interest charges, The banks have been notified that the interchurch World Movement is without funds to pay the notes and they now look to the underwriters to make payment.

They have sent out a notice to each underwriter, calling attention to the fact that the notes are maturing at the banks and that interest charges of a very substantial amount are accruing daily.

The Business Men's Committee has received inquiries from various underwriters asking whether it is probable that the full amount of their underwriting will be called for. The full amount of the underwriting has been called for, to be paid as follows: one-fourth on June first, July first, August first and September first. We regret that up to the present time only a comparatively small amount has been paid in answer to these calls.

Due to the inability of the banks to find an arithmetical formula upon the basis of which they can proportion the respective obligations of each underwriter as the various notes fall due, they have decided not to make formal demand for full payment of underwriting until the last note matures early in November. However, the underwriters must realize that as fast as the notes mature that interest charges begin to run against them until such time as they are paid, so that delay in paying means the rolling up of interest costs.

The seriousness of the situation, we feel sure, has not escaped the attention of the underwriters and our only purpose in bringing up the subject now is to emphasize the fact that the banks are looking now to each underwriter for the entire amount of its underwriting.

It will be recalled that at the meeting of the General Committee on July 8th, the question was raised of readjusting the underwriting payments so as to make them conform to the understanding of the Atlantic City Conference. This was referred to the Committee of Fifteen, which was asked to consult with the Business Men's Committee in its deliberations. We do not know whether such a readjustment of the arrangement is possible or not and no conclusion in regard to this matter can be reached for some months.

The point to be emphasized is this: It does not affect the arrangement between the banks and the underwriters. Assuming that the Atlantic City principles are adhered to, it will mean merely an adjustment between the underwriters and will not and cannot disturb the legal liability of each underwriter to the banks.

We fear that there is danger that some of the underwriters are postponing their payments to the banks in the hope that relief from the situation will be found as a result of the conclusions of the Committee of Fifteen. While we earnestly hope that relief of some kind can be found, we must not lose sight of the fact that these obligations are running at the banks and that the banks cannot be put off much longer.

JAMES M. SPEERS
RAYMOND B. FOSDICK
Sub-Committee-Business Men's Committee.

MURRAY, PRENTICE & HOWLAND
Counsellors at Law
37 Wall Street
New York

135.

October 18, 1920.

James M. Speers, Esq., Chairman Business Men's Com.
Interchurch World Movement,
Fifth Avenue & 34th Street, New York.

My dear Mr. Speers:

The notes of the Movement have been maturing at various dates since the middle of July. The last one falls due November 6th. It is understood to be the intention of the banks to take steps at that time to collect the amount then unpaid.

In view of these circumstances, let me review the present situation. It gives weighty reason for immediate and united action;also, in my opinion, it gives good ground for expectation that with judicious action the present difficulties may be quite cleared away.

The Movement borrowed from the Banks about six and a half million dollars. Payment of this total was guaranteed by the cooperating denominational societies, each society giving a paper specifying the amount of its own particular liability.

While, as should never be forgotten, the efforts of the Movement toward ingatherings for forward work were crowned with unparalleled success, subscriptions for expenses fell conspicuously short and about $6,560,000 of the money borrowed to pay expenses must be met by the guarantors. A good beginning has been made. Over $1,500,000 has already been paid and of the balance of $4,500,000. about $3,000,000 will come from three large denominations with every prospect of early payment. The ultimate balance is not large, comparatively, speaking, and yet, on the prompt payment of these amounts may, and I think will, depend consequences of gravest character. The guaranties came from sixty-one agencies. They are broadly representative of the whole of American Protestantism. While, to be sure, the Banks loaned on the formal guarantees they also loaned on their faith in the moral soundness of the Protestant Churches thus associated in a common effort. Every one of these societies is likely today or tomorrow to borrow from banks. It is vital, both on grounds of principle and of policy, that all maintain their moral credit.

By November 6th interest will be running at a heavy rate and will soon aggregate a large amount. Those guarantors who have paid or who do pay by that time will doubtless free themselves from question of liability for later interest accruals. If all pay and pay promptly there should be substantially nothing left concerning which other questions could be raised. It is obvious that payments should and must be made. It is equally clear that payment before November 6th will ward off questions and save credit.

In view of all the above, I think it a duty to call to the attention of the guarantors the legal disaster that will follow delay and the high expendiency - indeed the moral necessity - of immediate action on their part, and, finally, that this action will surely be most effective if taken together and taken before November 6th.

Sincerely yours,

(Signed) Geo. Welwood Murray.

(On Interchurch Stationery)

November 6, 1920.

My dear

In answer to the questions raised by the representatives of the Boards and Agencies which underwrote the expenses of the Interchurch World Movement, at their meeting on October 28th, I have pleasure in putting into your hands copy of a letter just received from our counsel, Mr. George Welwood Murray, and Mr. Raymond Fodsick. Since the meeting above referred to these gentlemen have had frequent conferences with the representatives of the banks regarding the questions raised by the guarantors, and I think these questions are fully answered in this letter.

Yours very truly,

JAMES M. SPEERS
Chairman, Business Mens' Committee.

November 6th, 1920

James M. Speers, Esq.,
Chairman of Business Mens' Committee,
Interchurch World Movement.

Dear Mr. Speers:

In accordance with the understanding reached at the recent conference between the Business Mens' Committee and the Garantors we have conferred fully with the officers and counsel of Bankers' Trust Company, acting for the associated banks.

The full amount of the guarantees will be required to meet the notes.

The note of latest maturity will fall due November 8th and the Trust Company desires payment to be made by the Guarantors as promptly as possible. The Trust Company will, however, in cases of real necessity, extend the time for the payment of some portion of the obligation of a particular Guarantor for a reasonable period to be separately agreed upon in each case.

In such cases the Trust Company will not desire or accept new paper from the Guarantor but will extend the former obligation.

Cheques should be drawn to Bankers' Trust Company and communications should be addressed to Bankers' Trust Company, Fifth Avenue and 42nd Street, New York, marked "Attention of Mr. Waldron C. Belknap, Vice-President."

Calculated to November 8th tthe total amount of interest due will be roughly, $86,000.

As each Guarantor makes payment on account its liability for further interest accruals will correspondingly diminish and upon payment of its own full amount its liability for accruing interest will cease.

When a Guarantor completes the payment of the principal amount named in its guaranty, with interest determined as above, the Guarantor will receive back its instrument of guaranty with a letter from the Trust Company stating that the Guarantor in question is released from further liability on the guaranty.

In all this the Banks seem to us exceedingly fair.

We note that a number of considerable payments have been made since the recent Conference with the Guarantors, and the prospect of prompt and full payment by substantially all is excellent. We hope that it will be possible to take steps before long which will relieve the cases (few and comparatively small) of genuine hardship among the guarantors.

We quite understand that we do not need to urge upon the Guarantors the legal or the moral aspects of the matter; each will quickly see these for itself.

The emergency is a serious one. We would not minimize the real effort required to overcome it.

But no one can overstate the lasting importance and credit to Protestant Christendom of concerted courage at just such a time.

Sincerely yours,

Geo? Welwood Murray

Raymond B. Fosdick

Enclosed I am handing you copy of a letter I have just received from Mr. George Welwood Murray and Mr. Raymond Fosdick, I regret exceedingly that the last letter written by these gentlemen which was sent you, was sent through a misunderstanding. It was intended that it should go only to those underwriters whose underwriting had been accepted by the banks, and consequently was a definite legal obligation as well as a moral obligation.

The Business Mens' Committee and our counsel have recognized fully the different status of your underwriting. We have felt, however, as we believe you have felt, that your moral obligation and that of all the others whose underwritings had not been deposited with the banks was just as great as that of those underwriters whose underwritings had been so used.

The total amount of the underwritings not deposited with the banks was $618,000. This total was given by twenty seven organizations. Nine of these organizations have already made payments aggregating a total of $79,464 in recognition of their obligation, including four who have paid in full.

In view of the fact that there is the possibility that some of the smaller organizations who underwrote and whose underwritings were deposited with the banks may not be able to meet their obligation, we would be glad if you would give us in writing your consent to use such part of the money which you may send us against your underwriting as may be necessary to meet such an unfulfilled obligation, if there should be such; in other words, to help extinguish fully the debt to the banks.

Kindly give this your early attention, and greatly oblige

Yours very truly,

James M. Speers
Chairman Business Men's Committee

November 24th, 1920

James M. Speers, Esq.,
Chairman of the Business Men's Committee,
Interchurch World Movement.

Dear Mr. Speers:

You will recall that our letter to you under date of the 6th inst. was intended by you and by us to be sent only to underwriters whose underwritings have been accepted by the Banks. We are now informed that by some inadvertence copies of our letter were sent to at least some underwriters whose underwritings had not in fact been accepted and approved by the Banks. It is only fair to say that in our opinion these underwriters stand in a somewhat different position from those whose underwritings had been approved by the Banks and upon the faith of which advances had actually been made.

As we understand the facts, all of the underwritings of this special class were handed to the Interchurch by the underwriters with the intent that they should be used in securing loans from the Banks for the Interchurch and had not actually accomplished their purpose only because either (a) of some slight informality in the papers readily curable; or (b) because at the time they came to hand the Banks had ceased to make advances.

We understand that, notwithstanding these facts and with knowledge of them, a number of this special class of underwriters have actually made considerable payments on account of their underwritings, - very probably having in mind at least a moral obligation to join with other underwriters whose papers had actually gotten through.

We suggest that it would be entirely proper for you to communicate these facts to this special class of underwriters and ask their assent to the use of payments made bythem toward the extinguishment of the debt to the Banks, for which the underwritings will be none too great at best, and we think that you might fairly suggest to those who have not paid that they take under serious consideration the question of making payments and consenting to their use as above indicated.

Sincerely yours,

Geo. Welwood Murray

Raymond B. Fosdick

CHAPTER VI

LIST OF UNDERWRITINGS

UNDERWRITINGS BORROWED AGAINST
July 8, 1920.

GUARANTORS	AMOUNT OF GUARANTEE
General Baptists	
Board of Trustees of General Association	$17,000.00
Northern Baptist Convention	
General Board of Convention	2,500,000.00
United Brethren in Christ	
Board of Administration	30,500.00
Church Erection Society	10,000.00
Foreign Missionary Society	20,000.00
Home Missionary Society	15,000.00
General Sunday School Board	2,275.00
Five Year Meeting of the Society of Friends	2,000.00
Congregational	
Education Society	66,000.00
American Board of Commissioners for Foreign Missions	36,000.00
Board of Ministerial Relief	4,000.00
Building Society	16,000.00
Home Missionary Society	18,000.00
Sunday School Extension Society	2,000.00
American Missionary Association	18,000.00
The Disciples of Christ	
Board of Education	300,000.00
American Christian Missionary Society	50,000.00
A. C. M. S. Bible School Department	9,866.55
Board of Church Extension of American Christian Missionary Society	50,000.00
Board of Ministerial Relief	16,666.00
Christian Woman's Board of Missions	100,000.00
Foreign Christian Missionary Society	100,000.00
Methodist Episcopal Church	
Board of Conference Claimants	10,000.00
Board of Home Missions and Church Extension	200,000.00
Board of Foreign Missions	1,050,000.00
Board of Trustees of the Aldrich Home, Grand Rapids, Mich.	1,315.78

UNDERWRITINGS BORROWED AGAINST- July 8, 1920. (Cont'd.)

GUARANTORS	AMOUNT OF GUARANTEE
Colorado Seminary -The University of Denver	$3,750.00
Executive Committee of New England Deaconess Association	26,000.00
Illinois Woman's College, The, Jacksonville, Ill.	1,250.00
Preachers' Aid Society	6,250.00
Wisconsin Deaconess Hospital, Green Bay, Wisc.....	5,000.00
Woman's Home Missionary Society	30,000.00
Methodist Protestant Church	
Board of Education	20,332.00
Board of Young Peoples Work	660.00
Woman's Foreign Missionary Society	3,550.00
Woman's Home Missionary Society	4,150.00
Board of Foreign Missions	4,950.00
Board of Home Missions	4,950.00
Reformed Presbyterian Church in North America	
Board of Trustees of Geneva College	18,000.00
Presbyterian Church in the U.S.	
Executive Committee of Christian Education and Ministerial Relief	5,000.00
Presbyterian Church in the U.S.A.	
General Assembly 1,000,000.00	
United Presbyterian Church	
Board of Church Extension	31,225.90
Board of Education	8,516.00
Board of Foreign Missions	168,000.00
Board of Freedman's Missions	50,000.00
Monmouth College	13,695.00
Board of Trustees of Muskingum College	25,720.00
United Presbyterian Theological Seminary of Xenia, Ohio	4,188.00
Women's Association of North America	10,130.00
Women's General Missionary Society	22,773.00
Reformed Church in the U.S.	
Forward Movement	209,948.50
Reformed Church in America	
Board of Domestic Missions	10 ,000.00

UNDERWRITINGS BORROWED AGAINST-July 8,, 1920 (Cont'd.)

GUARANTORS	AMOUNT OF GUARANTEE
Reformed Church in America(Cont'd.)	
Board of Foreign Missions	$25,000.00
Woman's Board of Domestic Missions	5,000.00
African M. E. Zion Church	10,600.00
German Evangelical Synod of North America .	50,000.00
The Brethren Church	
General Mission Board	31,500.00
General Sunday School Board	2,000.00
General Education Board	100,000.00
Miscellaneous	
Old Folks and Orphan Children's Home, Mexico,Indiana	2,000.00
Trustees of the M. J. Clark Memorial home	2,500,00
Total	$6,561,261.73

UNDERWRITERS NOT BORROWED AGAINST - April 6, 1921

GUARANTORS	AMOUNT OF GUARANTEE
Baptists .	
Board of Commissioners of the National Baptist Convention	$195,400.00
The Brethren Church	
Ashland College	3,750.00
United Brethren in Christ	
Board of Education	42,275.00
Bonebrake Theological Seminary	16,000.00
The Christian Church	
Executive Board of the America Christian Convention	32,199.95
Evangelical Association	
Evangelical Hospital and Deaconess Association of Southern Illinois	1,000.00
Missionary Society of the Evangelical Association	13,450.00
Five Year Meeting of the Friends in America	50,000.00
Methodist Episcopal Church	
Arizona Deaconess Hospital and Home	2,500.00
Epworth League	5,000.00
Executive Committee of the Board of Trustees of Albion College	12,500.00

UNDERWRITINGS NOT BORROWED AGAINST AS OF July 8, 1920. (Cont'd.)

GUARANTORS	AMOUNT OF GUARANTEE
Freedman's Aid Society	$33,750.00
Gooding College	10,000.00
Graham Protestant Hospital	10,000.00
West Virginia Wesleyan College	10,000.00
Methodist Protestant Church Board of Managers for the Home for the Aged	330.00
Reformed Presbyterian Church in North America Board of Foreign Missions	8,750.00
United Presbyterian Church, North America Board of Ministerial Relief	42,500.00
Board of Trustees of Sterling College(Cooper College)	6,588.00
Board of Trustees of Westminster College.....	10,907.00
Monmouth College	11,260.00
Muskingum College	43,760.00
Reformed Church in America Board of Publication and Bible School Work	500.00
Miscellaneous Association of Commerce, Bloomington, Ill.	30,000.00
Montana Wesleyan College	5,000.00
Tarkie College	14,240.00
Kolb, William Jr.....	6,250.00
Total	$617,909.95

C H A P T E R VII

SIZE OF INTERCHURCH WORLD MOVEMENT AND EXTENT OF ITS ACTIVITIES

These official documents of the Interchurch World Movement have been gathered and grouped by subjects for convenience in reference. Care has been taken to avoid interpretation either in narrative or arrangement.

TABLE OF CONTENTS

	PAGE
Officers and Committees	1
Organization by Groups	4
Survey Group	4
Auxiliary Group	6
Promulgation Group	7
Education Group	11
Chart of Organization	12
Report of Activities	18
The Wayfarer	37-A
Greenhut Building	38
Certificate of Incorporation	40
By-Laws	45

CHAPTER VII

SIZE OF INTERCHURCH WORLD MOVEMENT AND EXTENT OF ITS ACTIVITIES *

By May 1920, the Interchurch World Movement had reached the largest stage of its organized existance. The maximum number of employees was 2,612.

OFFICERS AND COMMITTEES AND INTERCHURCH DIRECTORY

Headquarters: 45 West 18th St., New York City

Officers General Committee

Robert Lansing, Chairman
Fred B. Smith, Vice-Chairman
William B. Millar, Secretary
S. Earl Taylor, General Secretary
George M. Fowles, Treasurer

GENERAL COMMITTEE

J. Y. Aitchison
Mrs. J. S. Allen
Henry J. Allen
Stonewall Anderson
W. B. Anderson
Alfred W. Anthony
Joseph H. Apple
Henry A. Atkinson
Mrs. Anna R. Atwater
F.W.Ayer
John Willis Baer
E.P.Bailey
Rhodes S. Baker
A.R.Bartholomew
W.B.Beauchamp
Miss Belle H. Bennett
Mrs. Fred S. Bennett
Joseph F. Berry
Edgar Blake
Fletcher S. Brockman
Charles A. Brooks
Arthur J. Brown
C.S.Brown
Frank L. Brown
J.W.Brown
Edmund deS. Brunner
William Jennings Bryan
P. James Bryant
George E. Burlingame
F.W.Burnham
Miss Nannie H. Burroughs
Charles E. Burton
Mrs. John S. Bussing
Miss Helen B. Calder
Mrs. H.C.Campbell
James Cannon, Jr.
R.A.Carter
James H. Causey

---

*See Chapter 1 Page 7.

GENERAL COMMITTEE - continued

H. A. Boaz
Henry Bond
Charles D. Bonsack
Mrs. William Boyd-
Gilbert H. Brink
L. J. Colman
Mrs. F. G. Cook
William C. Covert
Stephen J. Corey
A.E.Cory
Miss Mabel Cratty
Mrs. E.C.Cronk
John C. Dancy
Josephus Daniels
Dwight H. Day
E.L.Day
William Horace Day
William T. Demarest
Warren H. Dennison
W.R.Dobyns
William E. Doughty
Frank C. Dunn
John J. Eagan
Lucius R. Eastmen
David M. Edwards
Mrs. William H. Farmer
Fred B. Fisher
D.D.Forsyth
Harry E. Fosdick
William Hiram Foulkes
A.D.P.Gilmour
W.H.C.Gould
C.E.Graham
Ross A. Hadley
Fred P. Haggard
Ernest F. Hall
John W. Hancher
Ralph S. Harbison
Abram W. Harris
Mrs. Ida W. Harrison
William I. Haven
John R. Hawkins
Will H. Hays
Miss Mabel Head
Hugh A. Heath
J.W.Heininger
Hubert C. Herring
Edgar P. Hill
W. G. Parks

William I. Chamberlain
W. Palmer Charkson
George W. Clinton
Miss Eliza P. Cobb
F. G. Coffin
Miss Margaret E. Hodge
Robert M. Hopkins
S.S.Hough
George B. Huntington
S.G.Inman
George Innes
J. Albert Johnson
Clyde R. Joy
Robert L. Kelly
J.W.Kinnear
Mrs. DeWitt Knox
A.S.Kreider
William E. Lampe
Walter B. Lasher
Marion Lawrance
John B. Lennon
R.A.Long
I. N. McCash
Mrs. J.H.McCoy
Francis J. McConnell
W.E.McCulloch
Mrs. William F. McDowell
W.L.McDowell
Homer McMillan
W. F. McMurry
Charles S. Macfarland
R.E.Magill
John T. Manson
Alfred E. Marling
John A. Marquis
L. Wilbur Messer
R.H.Miller
Carl E. Milliken
James H. Mohorter
Mrs. W.A.Montgomery
E.C.Morris
John R. Mott
G.W.Muckley
Thomas Nicholson
A.R.Nicol
Frank Mason North
E.E.Olcott
F.W.Padelford
Mrs. Theodore G. Soares

GENERAL COMMITTEE - continued

Cornelius H. Patton
Mrs. Henry W. Peabody
George Wharton Pepper
C.H.Phillips
W.W.Pinson
Daniel A. Poling
Charles H. Pratt
Mrs. Charles Prescott
H.C.Pritchard
Joseph C. Robbins
Raymond Robins
John D. Rockefeller, Jr.
G.M.Rodefer
G.E.Raitt
F.W.Ramsey
Lewis T. Reed
Fleming H. Revell
Leonard W. Riley
C.E.Schaeffer
H. Franklin Schlegel
L.H.Seager
John L. Severance
Charles H. Sears
William A. Shanklin
Frank M. Sheldon
D.C.Shull
A.C.Siddall
F.E.Smith
Robert E. Speer
James M. Speers
J.B.Spillman
John T. Stone
John Timothy Stone
Warren S. Stone
Herman F. Swartz
Henry H. Sweets
Graham Taylor
David W. Teachout
I.A.Thomas
C.H.Tobias
F.P.Turner
James I. Vance
W.R.Warren
Charles R. Watson
George T. Webb
H.H.Weber
Fred A. Wells
Mrs. Katherine Westfall
Thornton Whaling
Charles L. White
J. Campbell White
Herbery L. Willett
J.H.B.Williams
J.O.Winters
Mrs. May Leonard Woodruff
M.R.Zigler

EXECUTIVE COMMITTEE

John R. Mott	Chairman
William Hiram Foulkes	Vice-Chairman
William B. Millar	Secretary
George M. Fowles	Treasurer
S. Earl Taylor	General Secretary
Robert Lansing	Chairman General Committee
Fred B. Smith	Vice-Chairman General Committee

J. Y. Aitchison
Joseph H. Apple
W. B. Beauchamp
Mrs. Fred S. Bennett
Mrs. William Boyd
Frank L. Brown
William I. Chamberlain
A.E.Cory
D.D.Forsyth
Abram W. Harris
John R. Hawkins
Hubert C. Herring
Miss Margaret E. Hodge
John A. Marquis
A.R.Nicol
Mrs. Henry W. Peabody
John D. Rockefeller, Jr.
D.C.Shull
Robert E. Speer
James M. Speers
Warren S. Stone
H.F.Swartz
David W. Teachout
James I. Vance
Charles R. Watson
Charles L. White

CABINET

S. Earl Taylor .....General Secretary
J. Y. Aitchison .....Associate General Secretary
Abram E. Cory .....Associate General Secretary
Miss Mable Cratty.....Associate General Secretary
William E. Doughty.....Associate General Secretary
Mrs. W. H. Farmer.....Associate General Secretary
Fred B. Fisher.....Associate General Secretary
William H. Foulkes.....Associate General Secretary
George M. Fowles.....Associate General Secretary
Fred P. Haggard.....Associate General Secretary
William B. Millar.....Associate General Secretary
Daniel A. Poling .....Associate General Secretary
J. Campbell White .....Associate General Secretary

ADMINISTRATIVE OFFICERS

S. Earl Taylor, General Secretary

Fred P. Haggard, Group Executive for Survey Group
William B. Millar, Group Executive for Auxiliary Group
Abram E. Cory, Group Executive for Promulgation Group
Daniel A. Poling, Group Executive for Educational Group

ORGANIZATION AND METHODS UNIT

John H. Williams

SURVEY GROUP

Fred P. Haggard, Group Executive
F.J.Zimmerman, Associate Group Executive
M.N.Westcott, Budget Representative

Exposition Department

(Not fully organized)

P. J. Burrell, Acting Director

GRAPHICS DEPARTMENT

Lamont A. Warner, Director
E.H.Vogel, Assistant Director
Architectural Division - P. Schulke, Superintendent
Illustration Division - James F. Young Superintendent
Map Division - H.C.Bartels, Superintendent

Lantern Slide Department

Sumner R. Vinton, Director
Wallace F. Hatch, Associate Director
Lecture Creation Division - Robert Goldsmith, Superintendent
Moving Picture Division - H.H.Casselman, Superintendent
Moving Picture Service Branch - A.W.Courtney, Manager
Photographic Division - Hiram G. Conger, Superintendent
Photographic Service Branch - J.A.Brown, Manager
Production Division - Lewis B. Newell, Superintendent
Coloring Branch - Robert P. Gray, Manager
Order Branch -
Slide Assembly and Binding Branch - Miss A. Shaw, Manager
Photography Production Branch - A.R.Savastano

Research and Library Department

James L. Mursell, Acting Director

Investigation Division -
Library Division - Miss Frances Cummings, Superintendent
Research Filing Division - Miss Frances Cummings, Superintendent

Statistical Department

W. B. Hollingshead, Director

Foreign Survey Department

J.F.Zimmerman, Acting Director

Assistant in Charge of Mission Field, J.F.Zimmerman, Acting
Assistant in Charge of Foreign Mission Agencies, J.W.Hawley
Assistant in Charge of Coordination, Eric M. North

Africa Survey Division - Sydney J.L.Crouch, Superintendent
Fred R. Bunker, Superintendent
China Survey Division - Frank W. Bible, Superintendent
Europe Survey Division - E.F.Fuessle, Acting Superintendent
India Survey Division - W.H.Hannum, Superintendent
Latin-American Survey Division - S.G.Inman, Superintendent
H.E.Jensen, Assistant
Southeastern Asia Survey Division - W.G.Shellabear, Superintendent
Near East Survey Division - Stanley White, Superintendent
Philippine Islands Survey Division - Harry Farmer, Superintendent
R.E.Marshall, Assistant
Literature Survey Coordination Division - Eric E. North, Superintendent
Educational Survey Coordination Division - J.S.Seneker, Superintendent
Otto Mayer, Assistant
Evangelistic Survey Coordination Division -C.J.Howard, Acting Sup't
Geographical Survey Coordination Division-Samuel W. Boggs, Sup't
Medical Survey Coordination Division-David Bovaird, Superintendent
John MacMurray, Assistant
Social and Industrial Survey Coordination Division-To be appointed

---

Home Mission Survey Department

R.E.Diffendorfer, Director

Henry J. Fry, Assistant Director

Assistant in Charge of Home Mission Coordination-J.S.Stowell
Assistant in Charge of Home Mission Agencies Recommendations-
W.H.Wilson
City Survey Division - G.G.Hollingshead, Superintendent
New York Metropolitan Survey Division - H.P.Schauffler, Supt.
Town and Country Survey Division - E. DeS. Brunner, Superintendent.
Outlying Territories Survey Division -
American Indian Coordination Division - G.E.E.Lindquist, Superintendant
New Americans Coordination Division - C.M.Sears, Superintendent
Orientals in the U.S.Coordination Division - Geo.W.Hinman, Supt.
Spanish Speaking Peoples in the U.S.Coordination Division -
American Negro Coordination Division - C.E.Haynes
Industrial Relations Coordination Division - Howard Gold
American Educational Department - Robert L. Kelly, Director.
American Educational Coordination Division-B.Warren Brown,
Superintendent
Denominational and Independent Educational Instituions
Division - Calvin H. French, Superintendent
Tax-Supported Universities and Schools Division - Richard
C. Hughes, Superintendant
Theological Seminaries Division - Ozora S. Davis, Super-
intendent
American Hospitals and Homes Department - Frank C. English, Director
Ministerial Support and Relief Department -
Joseph B. Hingeley, Director
Samuel J. Greenfield, Assistant Director
American Religious Education Department -
Walter S. Athearn, Director
W.N.Hansen, Assistant Director
Survey Statistics Department -
R. Kilborn, Director
Temperance and Moral Welfare Survey Department
Migrant Groups Coordination Division - C.L.Fry, Superintendent

AUXILIARY GROUP

C.C.Miles, Acting Group Executive
G. Vestervelt, Budget Representative

Personnel Department

John G. Olmstead, Acting Director

Placement Division - John G. Olmstead, Superintendent
Men's Branch - John G. Thorne, Manager
Women's Branch - Mrs. Charlotte P. Simpson, Manager
Records Branch - J. Frank Cornelius, Manager
Health Division - Mrs. Cora M. Bowman, Acting Superintendent

Sales Department

Herbert L. Hill, Director
Archer E. Hoffman, Acting Assistant Director

Office Service Department

Charles C. Miles, Director

Storage and Forwarding Department

Charles C. Miles, Director

Treasury Department

George M. Fowles, Director

Richard M. Fowles, Assistant Director

Accounting Division - Louis Smith, Superintendent
Audit Division - George K. Cox, Superintendent
Receipt Disbursement Division -

PURCHASE DEPARTMENT

S. T. Edgerton, Acting Director

Negotiation and Contracting Department -
Information and Follow-Up Department -

PROMULGATION GROUP

Abram E. Cory, Group Executive
A.W.Armour, Associate Group Executive
H.C.Sargent Budget Representative

FIELD DEPARTMENT

Abram E. Cory,Director

State Organization Division - L.F.Bower, Superintendent
G.M.Boyd, Assistant
County Organization Division - John H. Voris, Superintendent
T.D.Preston, Assistant
Church Organization Division - A.E.Isaac, Superintendent
Colored Promotional Division - W.W.Alexander, Superintendent
Adolphus Lewis, Associate Superintendent
Constituent Relations Division - E.C.Cronk, Superintendent

FIELD DEPARTMENT - Continued

Transportation and Accommodations Division - A.G.Skean, Superintendent
Speakers Bureau Division - Keith Vawter, Superintendent
Hugh Orchard, Associate Superintendent
W.L.Symons, Associate Superintendent
Conference and Convention Branch - Henry H. Welles
Denominational Meetings Branch -
Commercial and Secular Branch -
Schedules and Records Division - Carl Van Winkle, Superintendent
Activities Branch - Edna Thompson, Manager
Enrolled Workers Branch - Mrs. F. M. Webb, Manager
Mailing Lists Branch - George L. Leonard, Manager
Properties Branch -
Historical Branch -
Deputations Division - Charles H. Pratt, Superintendent
J.V.Latimer, Associate Superintendent
Travelers Information Division -

Literature Department

Stephen J. Herben, Director

Ilsley Boone, Associate Director

Editorial Division - Frank Chapin Bray, Superintendent
Manufacturing Division - Ilsley Boone, Superintendent
Reading Branch - J. Rowell Hewitt, Manager

Laymen's Activities Department

Daniel A. Poling, Director

Women's Activities Department

Mrs. W.H.Farmer, Director

Young Peoples' Activities Department

R.W.Hall, Director

Publicity Department

Tyler Dennett, Director

Advertising and Distributing Department

C.S.Clark, Acting Director

Periodical Department

Willard Price, Director

Periodical Department - continued

World Outlook Division - Willard Price, Superintendent
Missionary Branch - Miss Adelaide Lyons, Manager
Secular Branch - Horace W. Scandlin, Manager
Topical Branch - Miss Dorothy Cocks, Manager
Reprint Branch - Miss Claudia DuVail, Manager
Everyland Division - Miss Ethel R. Peyser, Superintendent
Missions Branch - Mrs. Alice C. Bryant, Manager
General Branch - Miss Henriette Hofer, Manager
La Nueva Democracia Division - Dr.J.Orts Gonzales, Superintendent
Art Division - J.L.G.McMahon, Superintendent
World Outlook Make-Up Branch - Miss Helen Anderson, Manager
Everyland Make-Up Branch - Miss Genevieve Russell, Manager
La Nueva Democracia Make-Up Branch - Carlos Charon, Manager
Financial Division - David C. Davis, Superintendent
Subscription Record Branch - Mrs. Carolyn Carfolite, Manager
Advertising Branch -
Manufacturing Branch -
Circulation Division - Edgar H. Rue, Superintendent
World Outlook Subscription Branch - Edgar H. Rue, Manager
Everyland Subscription Branch - Miss Isabel Doughty, Manager
La Nueva Democracia Subscription Branch - Carlos Charon, Manager.

MEN IN THE FIELD

State Secretaries

State	Secretary
Alabama	Grogan, J.O.
Arizona	Raley, E.D.
Arkansas	Kirkpatrick
California, Northern	Briggs, A.H.
California, Southern	McGaughey, J.A.
Colorado	Shuder, H.A. - Edmundson, G.R.
Connecticut	Alling, M.R.
Delaware	Elliott, R.J.
Dist. Columbia	
Florida,	Dodge, R.D.
Georgia	Brannen, D.W.
Idaho	Harris, C.W.
Illinois	Dobson, R.C.
Indiana	Tullis,Don D.
Iowa	Best, H.R., Omohundro E.H.
Kansas	Clemmer, Wm. B.
Kentucky	Cree, H.J.
Louisiana	Sargent, A.H.
Maine	Brooks, A.J.

MEN IN THE FIELD - continued

State	Secretary
Maryland	Elliott, R.J.
Massachusetts	Harvey, Geo. F.
Michigan,	North, Earl
Minnesota	Hubbell, Earl B
Mississippi	Grogan, J.O.
Missouri	Downs, Geo. W.
Montana	Edworthy B.V.
Nebraska	Best R.H.
New Hampshire	Tarney J. Byron
New Jersey	Wilcox, W.W.
New Mexico	Mills, H.R.
Nevada	Briggs, A.H.
New York	Walker, James E.
North Carolina	Orr, E.N.
North Dakota	Allison C.V.
Ohio	Anderson, Wm. K.
Oklahoma	Patterson, N.P.
Oregon	Bronson, B.F.
Pennsylvania	Swartz, Morris R.
Rhode Island	Conant, Hamilton S.
South Carolina	Gilbert H.F.
South Dakota	Hubbell, Earl B.
Tennessee	Moore, Jere A.
Texas	Kurtzhalz, Chas. - Hadsell, W.L.
Utah	Alderman, A.G.
Vermont	McFarland, Prof. R.
Virginia,	Miles, R.W.
Washington, Eastern and Northern Idaho	Fiske, N.M.,-Carpenter, W.D.
Washington, Western	Tippett, E.H.
West Virginia	Ross, F.E.
Wisconsin	Dobson, R.C.
Wyoming	Stewart, A.F.

MOBILE MEN

Alexander, Dr. W. W.
Palmqdst, E.A.E.
Michel, F.J.
Hubbell, Earl B.
LaFlamme, H.F.
Shaw, H.P.
Bachelor, Frank B.
Talbott, E. Guy

EDUCATION GROUP

Daniel A. Poling, Group Executive
F.W.Wright, Associate Group Executive
F.H.Partridge, Budget Representative

Industrial Relations Department

Fred B. Fisher, Director

Research Division - Robert W. Bruere, Superintendent
Agricultural Labor Branch - H. Paul Douglass, Manager
Cooperatives Branch - Oscar H. McGill, Manager
Immigrant in Industry Branch - C.M.Panunzio, Manager
History of Labor in Industry Branch, Mrs. Gertrude W.Williams, Manager
Governmental Information Branch - Clyde F. Armitage, Manager
Survey Branch - H.R.Gold, Manager
Service Division - Worth M. Tippy, Superintendent

Life Work Department

J. Campbell White, Director

Hugh H. Bell, Associate Director

Missionary Education Department

Miles B. Fisher, Director

Publications Division - Franklin D. Cogswell, Superintendent
Conference Division - G.G.LeSourd

Spiritual Resources Department

William E. Doughty, Director

William A. Brown, Associate Director
Bruce B. Corbin, Associate Director
Lyman P. Powell, Associate Director

Stewardship Department

Ralph S. Cushman, Director

Wade C. Smith,Associate Director

LIBRARY OF THE UNION THEOLOGICAL SEMINARY NEW YORK

LIST OF STATE RURAL SURVEY SUPERVISORS INTERCHURCH

WORLD MOVEMENT

State	Supervisors.
Alabama	R.M.Archibald
Arizona	S.C.Hoover
Arkansas	G.W.Reid
Colorado	Ora Miner
Florida	R.E.Tyler
Georgia	H.L.Anderton
Illinois	R.H.M.Augustine
Indiana	Marion C. Bishop
Iowa	George Van Tungeln
Kansas	Francis M. Leaman
Kentucky	A.O.Stockbridge
Louisiana	F.E.Cholerton
Maine	J.Harrison Thompson
Massachusetts	E. Tallmadge Root
Michigan	W.H.Thompson
Minnesota	Albert Z. Mann
	Charles J. Bornman, Associate Supervisor
Mississippi	G.S.Harmon
Missouri	Alva W. Taylor
Montana	Chas. T. Greenway
Nebraska	Karl W.G.Hiller
New Jersey	George W. Lawrence
New Mexico and El Paso County, Texas	H.R.Mills
New York	Henry S. Huntington, Jr.
	Stacy B.D.Belden, Assistant Supervisor
North Carolina	George J. Ramsey
North Dakota	Anton T. Boisen
Ohio	B.F.Lamb
	A.E.Snider, Asst. Supervisor
Oklahoma	F.W.Jackson
Pennsylvania	Irvin E. Deer
	Charles A. Gebert, Asst. Supervisor
South Carolina	J.A.J.Brock
South Dakota	C.O.Bemies
Tennessee	Thomas F. Dixon
Texas	Millar Burrows - E.J.Lang
Virginia	James Buchanan
West Virginia	L.M.Bristol
Western Oregon	John D. Rice
Western Washington	Ira A. Morton

State	Supervisors
Wisconsin	Edward W. Blakeman Frank E. Wagg, Asst. Supervisor
Connecticut and Rhode Island	Rollo A. Kilburn
Eastern Oregon and Southern Idaho	W.H.Hertzog
Eastern Washington and Northern Idaho	Nathan M. Fiske
Maryland and Delaware	Charles F. Scofield
Nevada and California	J.Clarence Pinkerton
New Hampshire and Vermont	Charles O. Gill
Utah and Wyoming	A.G.Alderman

E.H.Hawkins, Assistant Supervisor of Rural Survey for the South -

ORGANIZATION OF INTERCHURCH WORLD MOVEMENT

Considering the haste with which the organization of the Interchurch World Movement was set up and the fact that its first year of endeavor was in a large measure experimental, the organization seemed well balanced and so related as to insure coordination in all its parts with a minimum of friction and duplication.

John Williams a business engineer of national reputation was in charge of the Department of Organization and Methods. His task was to take a large number of interest, often distantly related and sometimes almost antagonistic in charge of men and women accustomed for the most part to following their own direction, knowing little or nothing of team work and build a smoothly running and efficient organization. How well he succeeded is shown by outline of Organization proceeding and the charts that follow.

CHART OF THE MOVEMENT'S ORGANIZATION
(January 1,1920)

CONSTITUENCY

General Committee
Robert Lansing Chrmn

Executive Committee
John R. Mott Chrmn

Gen'l Secy and Cabinet
Dr. S. Earl Taylor

Education Group

Industrial Relationships Dept.
Laymen's Activities Dept.
Life Work Department
Missionary Education
Spiritual Resources Dept.
Stewardship Department
Women's Activities Dept.

Auxiliary Group

Personnel Dept.
Sales Department
Service Department
Storage & Forwarding Dept.
Treasury Department

Survey Group

Exposition Department
Graphics Department
Lantern Slide Dept.
Pageant Department
Research & Library Dept.
Statistical Department
Survey Department

Promulgation Group

Periodical Dept.
Publicity Dept.
Field Department.
Advert'g & Dist. Dept.
Literature Dept.

State Adv.Com.
State Sec'y. 48 States
Survey Group

Spit. Resources.
Life Work.
Miss. Educ. Stewardship.

County Adv. Com.
Survey Group
City Federation.

Approx. 3100 Counties and large cities

Meetings in approx.
75,000 Townships & Towns

Some form of group organization
for approximately 200,000 Churches.

REPORT TO THE CHURCHES

The General Committee of the Interchurch World Movement issued a report to the churches in May 1920 which showed the extent of the first year's activity - the report was as follows:-

WORK OF PAST YEAR

It will be readily recognized that no adequate account of the year's activities can be compressed within the limits of a few pages. The results of these activities can barely be summarized. The elaborate processes that led up to them can be scarcely touched upon at all. In the comprehensive review of these activities which follows, the attempt has been made only to emphasize those whose value to the cooperating churches was most immediate and direct. The activities of the past year may be broadly divided into four groups: Survey, Educational, Promulgation, Administrative.

1. Survey Group

Dr. Fred P. Haggard, Group Executive

In many respects the richest contribution of the Interchurch Movement has been along the line of survey. The surveys undertaken have been unique both for their comprehensiveness, the scientific methods aimed at, and the great objectives sought. It was recognized at the very outset that the discovery, the defining, and the marshaling of the facts relating to the church's tasks at home and abroad lay at the very foundation of the entire program of the Movement. The discovery and the study and the presentation of the facts would afford the only sure ground for coordinating the various activities of the church; here would be found also the data for the construction of a fiancial budget and a program of the church's work; here also would be found material by which the Boards might formulate their policies; here also would be found the most powerful dynamic for appeal. Consequently, the Interchurch World Movement laid great stress upon its processes of survey.

Home Missions Survey Department

Ralph E. Diffendorfer, Director.

This survey included all community relationships, studied, however, from a religious standpoint. Furthermore, it aimed in all of its processes to be democratically associated with the forces on any given field, thus enlisting local sympathy and interest. The completed results of the Home Mission Survey are awaited with deep interest. Practically every organization

---

Pages 16, 17 Missing

REPORT TO THE CHURCHES

The General Committee of the Interchurch World Movement issued a report to the churches in May 1920 which showed the extent of the first year's activity - the report was as follows:-

WORK OF PAST YEAR

It will be readily recognized that no adequate account of the year's activities can be compressed within the limits of a few pages. The results of these activities can barely be summarized. The elaborate processes that led up to them can be scarcely touched upon at all. In the comprehensive review of these activities which follows, the attempt has been made only to emphasize those whose value to the cooperating churches was most immediate and direct. The activities of the past year may be broadly divided into four groups: Survey, Educational, Promulgation, Administrative.

1. Survey Group

Dr. Fred P. Haggard, Group Executive

In many respects the richest contribution of the Interchurch Movement has been along the line of survey. The surveys undertaken have been unique both for their comprehensiveness, the scientific methods aimed at, and the great objectives sought. It was recognized at the very outset that the discovery, the defining, and the marshaling of the facts relating to the church's tasks at home and abroad lay at the very foundation of the entire program of the Movement. The discovery and the study and the presentation of the facts would afford the only sure ground for coordinating the various activities of the church; here would be found also the data for the construction of a fiancial budget and a program of the church's work; here also would be found material by which the Boards might formulate their policies; here also would be found the most powerful dynamic for appeal. Consequently, the Interchurch World Movement laid great stress upon its processes of survey.

Home Missions Survey Department

Ralph E. Diffendorfer, Director.

This survey included all community relationships, studied, however, from a religious standpoint. Furthermore, it aimed in all of its processes to be democratically associated with the forces on any given field, thus enlisting local sympathy and interest. The completed results of the Home Mission Survey are awaited with deep interest. Practically every organization

---

for social service is planning to use these surveys when completed. Government Bureaus and Departments are making similar plans, Orders have already been received from the Department of Agriculture for a complete set of the County Maps. A more detailed summary may be given under the following headings:

Town and Country Survey Division - By May 15, 550 counties were completed, 100 75 per cent. complete, 1500 more under way, and 900 with no work reported up to April 1, although several hundred are organized and ready for work.

The Division has participated in 24 follow-up conferences, carried on several hundred household surveys, including all of Montana; helped arrange 33 graduate summer schools for ministers, and started several experiments in organizing rural communities for community work.

City Survey Division - Surveys have been set up in 357 cities with a population of 19,000,000. One city is ready for programizing (May 1), 11 are ready for statistical tabulation (May 15); 5 cities have completed local church surveys; 17 completed Household and Block surveys in certain sections; 75 doing field work in Household and Block surveys; 163 being organized for field work; 107 have been approached but organization is held/until May 15. This division has to do with all cities of 5,000 and more people, except the New York Metropolitan Division. The Division has held 25 training conferences.

New York Metropolitan Survey Division - The organization has completed the survey of a district in Harlem comprising 29 blocks. It is surveying the colored section and a third section of Harlem. Work is going on in the southern Bronx, the Greenwich section of Manhattan (nearing completion), Greenpoint and the Park Slope in Brooklyn, four places in Queens, points in Nassau County (6 villages complete), and many towns in northeastern New Jersey. The Social Service Survey is under way in ten communities. It covers child welfare, juvenile delinquency, family social work, recreation and community activities, employment and vocational guidance, and public health.

Migrant Groups Survey Coordination Division - The fruit and canning industries in the Atlantic States have been studied and the women's boards have agreed to cooperate in starting a cannery service this summer. The Division has also drawn up a plan for work among the migrant labor of the grain sections, completed a survey of the oyster industry, and started investigations of the logging industry (⅓ complete) and of rescue missions.

New Americans Survey Coordination Division - Sixteen experts are studying 25 racial groups of European immigrants. Studies are also being made of the foreign language press and of foreign language tracts and other religious literature, including hymnals.

Negro-Americans Survey and Coordination Division - The organization of the field survey has been begun and an educational survey of negro institutions undertaken. With the industrial Relations Department, the division has worked out a program to better the relations between negro workers and white employees. The division has also started a survey of colored churches and communities in large cities in coordination with the general survey organization.

FOREIGN SURVEY DEPARTMENT

J.F.Zimmerman, Acting Director

In the foreign field, the Movement availed itself to a very great degree of the survey method and the survey machinery that was already in existence, while at the same time it undertook to secure first-hand information for itself by direct method. Material from no less than 2,300 sources was brought together. Special committees were formed for the review of the data that were collected. Large use was made of the information already in the possession of the Boards. Missionaries at home on furlough were called in for conferences. Experts were assigned to the task of studying particular problems. Financial support was extended to field committees, such as the China Continuation Committee, for the purpose of enabling them to conduct comprehensive and thoroughgoing surveys which they had projected, but had been unable to carry out for lack of resources. The partial and inadequate character of many previous surveys was corrected by emphasizing the principle of a comprehensive survey for each large missionary area. The result was most far-reaching. Not only was a financial budget of sound and suggestive value presented for foreign missionary tasks, but facts were discovered and presented on the basis of which a more perfect coordination of the work of the several churches was suggested. Great unoccupied areas were revealed which denominational surveys had not brought to light, and important unallotted tasks were discovered and defined whose urgency had been overlook because they were related to large areas rather than to individual missions. Some conception of the elaborate processes of the Foreign Survey may be inferred from the following statement:

QUESTIONNAIRES

The preparation of questionnaires was the first important task of this Department. As a general source for these questionnaires, a large book was compiled containing questions on all phases of the missionary enterprise.

Approximately ten thousand questionnaires of eleven different kinds have been sent out to the various fields. A description of these questionnaires, the methods followed in their transmission to the fields, and in their return from the fields, and in tabulating the replies, cannot be given in this summary, but may be found in Section I of the Statement of the Work of the Foreign Survey Department, April 19, 1920.

BUDGET PREPARATION

An important part of the work of the Department was the preparation of the Foreign Mission Budget for the World Survey Conference. The primary source of this budget was the Basic A (Financial) questionnaire. The returns available when the budget was made were 60 per cent. of the total number of Basic A (Financial) questionnaire. The returns available when the budget was made were 60 per cent. of the total number of Basic A (Financial) questionnaires which were sent out.

The full details of this budget are recorded in the Report of the Department to the Conference of Foreign Mission Board representatives December 17-18, 1919, and the budget summary is printed in full in the World Survey Conference report.

A careful statement of the various steps of this budget-making process, which required the full time of the entire staff for at least three months, is to be found in Section II of the Statement of the Work of the Foreign Survey Department, April 19, 1920.

OTHER ACTIVITIES

The Department also prepared material to be used in lectures for lantern slides and general data for publicity purposes. A mission station file map for all mission fields was prepared and operated by the Findex method rendering available in concentrated form a large amount of information. A total of 209 maps and charts were produced. A separate card catalogue for all mission fields set up and additional general research work initiated by the department. The work on type surveys, such as literary, educational, evangelistic, medical, etc., was just beginning, as was certain intensive field surveys in China, Japan, Latin America, and India. Members of the staff of this Department gave freely of their time in the United Simultaneous Campaign.

AMERICAN EDUCATION SURVEY DEPARTMENT

Dr. Robert L. Kelly, Director.

The Department prepared elaborate schedules, based primarily upon the definition of the efficient college with proper modifications, for the following classes of institutions: Denominational and independent colleges and universities, tax-supported colleges, universities and normal schools, denominational and independent secondary schools, theological seminaries and religious training schools.

A field staff of forty-seven men, most of whom are voluntary workers, have spent much time in visiting instituions and in other ways promoting the work of the survey in the several states.

Good returns on the schedules have already been secured. Of less than five hundred colleges about three hundred and fourteen have already sent in practically complete schedules. The proportionate number of schedules sent in by other divisions is almost equal to that of the College Division.

While the general task of tabulation has not yet been started, numerous special studies for denominational and other groups of institutions have already been made and others are in process. A fund of information has been accumulated which in magnitude exceeds anything else ever accomplished in this field and this material is being placed at the disposal of interested agencies which agree to work in cooperation with the director of the Department. Already numerous commissions have been appointed by national educational associations for the study of phases of this material.

The Department also prepared the chapter on American Education for the World Survey.

AMERICAN RELIGIOUS EDUCATION SURVEY DEPARTMENT

Dr. Walter S. Athearn, Director

This Survey aimed to secure facts which would guide in building national, state and denominational programs of religious education, Its tasks included the working out of standardized methods for guiding local churches and committees in surveying conditions, in building programs of religious education, and in testing the results of such work.

The Department was organized in July 1919. The expensive preliminary work of the survey is now practically complete.

Fifty technical survey schedules have been prepared for the use of trained surveyors employed by the Department. Thirty such surveyors are now available. The schedules are the work of more than five hundred of the most outstanding educational leaders of the continent.

The selection of cities counties and states for survey has been completed, and six specially selected localities have been intensively surveyed. By May 15 the survey of some 700 churches will have been completed. Complete plans call for a survey of 6,000 churches.

The Department has prepared the following documents for publication: Chapter on American Religious Education in the Survey Volume; Score Card and Standards for Measuring City Church and Religious Education Plants; The Measurements of Seventeen Churches of a Typical City; A Manual for the Use of Surveyors Using the Interchurch Score Card and Standards for City Church and Religious Education Plants.

AMERICAN MINISTERIAL SUPPORT AND RELIEF SURVEY DEPARTMENT

Dr. S.J.Greenfield, Director

For the first time there have been brought together general statistics covering the support provided for retired ministers, widows and orphans by the various denominations of America. No department of Survey has received a more cordial welcome than this one, dealing as it does with the conditions underlying effective leadership in the church of Jesus Christ.

This Department came into existence, October 20, 1919.

Two sets of questionnaires were widely distributed and returns tabulated. There was also a good deal of follow-up work. This work, together with the drawing up of the numerous maps and charts, was in preparation for the Survey Volume.

Following a considerable correspondence, a meeting of denominational secretaries was held December 10 and 11, at which recommendations as to their askings were made by the various denominations.

Result of the Department's work was presented at the Atlantic City World Survey Conference, January 7-9.

Statistical material was prepared for submission to the Board of Review, and in February the "General Budget Statement" was prepared.

The chapter on Ministerial Support and the statistics accompanying it were revised for the second edition of the Survey Volume.

On account of the cut in the budget the sending out of 50,000 additional questionnaires and confidential letters, which were in preparation, was suspended.

The department's force now consists of Dr. Greenfield and his secretary, Miss Hovey.

AMERICAN HOSPITALS AND HOME SURVEY

DEPARTMENT

Dr. F.C. English, Superintendent

Survey work in this sphere had to begin with practically no organized data in hand. To secure a list of institutions which might be defined as Christian hospitals and homes was in itself a task of considerable dimensions.

The Department was organized August 15, 1919.

The preliminary task was to locate institutions belonging to evangelical denominations.

Questionnaires were prepared and sent to 1,500 institutions. Fourteen field investigators have visited 675 hospitals and homes. The field investigations resulted in securing 530 answered questionnaires. Of these 400 institutions have stated their needs and made definite askings. To these certificates were sent for their authorization and finally the authorization and validation for 139 institutions were received, aggregating nearly $22,000,000 askings.

The Department prepared the chapter on Hospitals and Homes for the Survey Volume, and set up exhibits of its work at the Atlantic City Conference and at the General Conference of the Methodist Episcopal Church.

LANTERN SLIDE DEPARTMENT

Sumner R. Vinton, Director

Since the Department took over the Methodist plant last October, the following volume of work has been produced: Slides made, 197,997; slides colored and tinted, 158,143; prints, 146,440; pictures copied, 7,846; full length lectures assembled, 919; small sets assembled, 272; lecture manuscript books mounted with photographic illustration, 763; album pages mounted and put in files for reference, 1,733.

The Motion Picture Division of this Department has investigated very thoroughly the whole motion picture situation as it related to churches and has a committee reviewing and selecting pictures in the field that are suitable for church use. Two expeditions have been sent to the foreign mission field.

The Photographic Division has custody of all pictures in the possession of the Movement. At the time of the transfer of the Methodist plant there were 68,760 foreign negatives and 14,890 home negatives. There have been added 5,958 new foreign negatives, and 4,835 new home negatives. Staff photographers have been secured to obtain pictures in various fields.

The Lecture Creation Division has cooperated with other departments in the production of survey material. It produced the complete manuscripts for both the Home and Foreign sample surveys used at the State Training conferences and the manuscripts for four lectures used by the teams in the field. It has produced and printed eight complete manuscripts for rental to pastors. Other manuscripts are in preparation.

GRAPHICS DEPARTMENT

Prof. L.A.Warner, Director

The Department has visualized the work of other departments by means of maps, charts, posters, lantern slides, etc.

For the rural survey 150 county maps have been made.

Recent activity has included signs and posters for the financial campaign, illustrated hymns, and 50 charts and 12 large paintings for use at the General Conference of the M.E. Church. The cost of the last will be defrayed by the Methodist organization.

A small experimental branch of the Department has been organized during the last few weeks, from which good results are expected.

RESEARCH AND LIBRARY DEPARTMENT

Dr. James L. Mursell, Director

The Department has a staff of between 25 and 30 research workers, among whom 255 assignments have been made, either to look up particular topics or to act temporarily as research assistants in various departments. Such assignments have been made to eighteen departments of the Movement.

A large number of reference questions have been answered, and between 1,500 and 2,000 cards have been sent out during the last two months with suggestions as to sources of material of current value.

Bibliographical records of information given and a co-ordinated filing system have been built up. A librarian has recently been appointed, and all printed information in the possession of the Movement is in process of being catalogued.

SURVEY STATISTICS DEPARTMENT

R. C. Kilborn, Director

This Department was only organized on April 1 and has therefore little in the way of accomplishment to report.

In his capacity as statistical coordinator for the survey group the present director carried out in a limited way the functions of the new department in the compilation and tabulation of data received from the Survey departments.

STATISTICAL DEPARTMENT

Dr. W. B. Hollingshead, Director

The principal work of this Department has been a careful analytic study of the various religious bodies and of government records and the tabulation of the findings.

Results have been presented in printed, chart and lantern-slide form, and the Department has trained a group of workers within the organization to present such results publicly.

EXPOSITION DEPARTMENT

Percy Jewett Burrell, Acting Director

This Department has been in operation two months. Among the things it has done are: (1) Furnished ideas for pastors' conference exhibits, country exhibits, hymn and other lantern slides; (2) started the designing and making of exhibit material and costumes for the Presbyterian U.S.A., Methodist Episcopal and Northern Baptist national legislative gatherings; (3) listed data on exhibits, curios, costumes, and properties from boards and other agencies; (4) drawn up plan for use of ground floor of Greenhut Building for exhibition purposes; (5) completed preliminary arrangements for state fair exhibits; (6) purchased the Ben Oliel Palestinian collection at a reasonable figure for exhibition and rental purposes; (7) started the compiling of a bibliography; (8) discovered several playwrights qualified to handle mission material; (9) recommended pageant directors for denominational pageants; (10) started coordination with

Religious Education Department with a view to the proposed Art Survey; (11) brought about a conference of leaders in the use of dramatic expression to promote religious, social and civic ideals.

2. EDUCATIONAL GROUP

Dr. Daniel Poling, Group Executive

The several activities grouped under this heading have as their aim to formulate and furnish the educational means for the accomplishment of the objectives of the Movement, as revealed by the Survey. Within this group are the following important Departments:

Spiritual Resources Department

Dr. William E. Doughty, Director

At the very outset the Movement endeavored to place extreme emphasis upon its spiritual character, and a supreme dependence upon a spiritual dynamic. The first task of the Department was to produce literature. Fifteen separate pamphlets on Prayer, ten on Evangelism, and fourteen of a general promotional character, resulted in a total circulation of 1,728,973 copies. Much of this material was distributed by denominational agencies which ordered supplies from the Interchurch Movement. Conventions and Conferences carried the spiritual emphasis to individual lives and set in motion the dynamic processes of intercession. This Department also cooperated in giving emphasis to the program of Evangelism.

In addition to the production of literature, the Department has organized the devotional features of a number of conferences. Dr. Lyman P. Powell took part in a Chautauqua circuit last summer. Materials were prepared for the Speakers' Handbook and for the two Atlantic City and other conferences. Members of the Department have been active on various teams. Three special conferences of denominational leaders were organized by the Department.

A great deal of newspaper and magazine publicity has been obtained. Prayers for Thanksgiving, Watch Night and Good Friday, prepared by the Department, were published respectively in 300,500 and 300 newspapers.

A selected group of 1,000 intercessors has been enlisted.

The topics, program and materials for the Week of Prayer were prepared by the Department in cooperation with the Federal Council of Churches.

State representatives are at work in 44 states, and many county representatives have been selected.

The Department was responsible for the preliminary work in connection with the Evangelistic Campaign.

LIFE WORK DEPARTMENT

Dr. J.Campbell White, Director

The first task of this Department was to study the literature and the recruiting work of the churches and of existing recruiting agencies. A general Advisory Committee was formed with about sixty members, on which were presented the Y.M.C.A., and Y.W.C.A., the Student Volunteer Movement, the Council of Women for Home Missions, and the Federation of Women's Boards for Foreign Missions, with a view to standardizing and improving many existing recruiting plans. A campaign was conducted in over 250 of the colleges and the universities during February, March and April. A Superintendent of Vocational Guidance assists in standardizing and improving the counsel given to young people in their homes, Sunday Schools, churches and young people's meetings.

As part of the preliminary work of the Department, two large representative conferences of recruiting leaders were held, as a result of which a General Advisory Committee of the Department of about sixty members was appointed, which in turn appointed a standing committee of seventeen members.

State and County Life Work representatives have been appointed for all of the states and perhaps three-fourths of the counties.

County Young People's convention have been held in many hundreds of the counties.

An encouraging beginning has been made in the creation of recruiting literature for pastors, for parents, and for young people of different ages and types.

An attempt has been made to locate college graduates who might enter Christian work in order to help meet the present emergency.

STEWARDSHIP DEPARTMENT

Dr. Ralph S. Cushman, Director

In cooperation with denominational headquarters, the Department has prepared stewardship literature. Fifteen separate pamphlets have been used. The charts, posters, and slides prepared by the Department, emphasizing the privilege and duty of Christian stewardship, constituted a service that was fundamental to the financial appeal of all of the churches.

This Department has actually been organized only about four and a half months.

Three conferences, attended by Forward Movement leaders of cooperating denominations, have been held in New York, and as a result of these and of much correspondence most satisfactory cooperation has been arranged between denominational agencies and the department.

State Stewardship representatives have been appointed in every state in the Union, and similar appointments have been made for each county in two-thirds of the states.

Stewardship literature, consisting of pamphlets, charts, posters, etc. has been extensively distributed. Fifteen separate titles of pamphlets have been issued, totaling 1,837,000 copies, of which 1,462,000 have been put into circulation throughout the nation. Special Stewardship lantern slides have also been prepared.

A special division of the Department has been organized to get into touch with the women's societies of churches and with other women's organizations.

February was observed as Stewardship month by a number of denominations, and a series of Stewardship advertisements was published in the secular and religious press.

MISSIONARY EDUCATION DEPARTMENT

DR. Miles B. Fisher, Director.

This Department carried forward the activities of the eighteen years of splendid record of the Young People's Missionary Movement and the Missionary Education Movement. Four graded text books on the NEAR EAST, in addition to picture stories and picture sheets for the children, were prepared. Five graded text books on home missionary problems were also prepared. The handling of the summer conferences of missionary education, ten days each, at various points throughout the land, falls to this Department.

Industrial Relations Department

Dr. Fred B. Fisher, Director.

Among the activities of this Department are a number of special surveys, such as a housing survey of the city of Flint, Michigan; a survey of the industrial problems in the city of Louisville, in full cooperation with the representatives of the Church Federation of Louisville; a survey of the lead and zinc mining district about Joplin, Mo. These and other surveys, carried on with the fullest cooperation of existing church agencies, aimed to supply the Christian bodies with the information and technical assistance necessary to a more perfect understanding of the church's task in this difficult and important field of the Nation's life.

3. PROMULGATION GROUP

Dr. Abram E. Cory, Group Executive

This group of activities aims to coordinate, supervise and direct the presentation of the objective and educational aims of the Movement. These activities fall in the main within the following departments.

Field Department

Dr. Abram E. Cory, Director

The task of the Field Department is to project to the entire constituency of cooperating churches the information that has been formulated through the Survey and Educational Departments. This task laid upon the Department an enormous burden of organization. The entire country was divided into ten districts for administrative purposes, each in charge of a divisional director. Then followed the state organizations and the county organizations. In the spring of 1920, 22,218 conferences of all types were held. Most sifnigicant were the Pastor's conference, where for the first time in the history of American Christianity, pastors of all churches living and working within a given state were invited to come together for mutual conference so that they might unitedly face the entire task of the religious problems of their own state.

The reports as far as received from the state secretaries and the county deputations make it possible to approximate the nation-wide influence of the year's campaign of education as arranged by the department:

Training Conferences - Number held, 66; addresses delivered, 1,000; attendance, 16,500.

Pastors' Conferences - Number held, 52; pastors reached through the conferences, 50000.

County Conferences. - Number held, 2,000; speakers used, 2,500; addresses delivered, 10,000;

Community Conferences - Number held 20,000; speakers used, 40,000.

Through the Women's Cooperation Division the Department has employed as speakers on deputations 520 women, who have delivered 4,000 addresses.

In connection with the financial Campaign the Department furnished 35 special speakers, who visited 133 places and delivered 400 addresses.

The Department has been instrumental in appointing 192 state representatives and 8,000 county representatives of the educational group.

Through the Schedules and Records Division the Department keeps all records of the work and progress of the Interchurch Movement both for practical and for historical uses.

LITERATURE DEPARTMENT

Dr. Stephen J. Herben, Director

Since its inauguration the Department has handled about 1,500 requisitions for literature, of a large variety, to meet the expanding demands of the other departments. It has produced pamphlets, books, charts, leaflets, posters, cards and a wide range of office forms, stationery, supplies, etc. The most recent large task has been the production of the World Survey Volumes and a number of smaller volumes related to the Surveys.

The Department has also been of service to other departments in an advisory capacity on such matters as the determination of standards for map and chart symbols, abbreviations, forms, quality of stock, and methods of manufacture.

It has served the forward movements not only in the production of special editions of Interchurch literature, but by cooperative service in furnishing paper and helping in an advisory relation when so requested.

Publicity Department

Tyler Dennett, Director

An aggressive publicity service in the religious papers, consisting of news items, syndicated articles, and exclusive articles where requested, has constituted a part of the activities of this Department.

This Department was created in May, 1919, but did not expand to anything like large proportions until the beginning of last October. During the summer of 1919 its work was chiefly in connection with the rural survey and the summer conferences.

Since October 1, the Department has developed along the following lines: (1) Aggressive publicity service to the religious papers in the way of news items, syndicated articles, and exclusive articles. Close personal contact has been established with editors of religious periodicals. (2) Aggressive news service to the daily papers, distributed first from New York and later through some thirty state officers. (3) The News Latter, a weekly house organ, with three to four thousand circulation, issued from October 1 to December 31. (4) The Interchurch Bulletin, beginning January 1, and attaining a circulation of approximately 250,000, including the ministers of all participating denominations. (5) A Plate and mat feature service, begun February 1, for the smaller city and rural papers. (6) Exclusive articles for individual papers of wide influence and large circulation. (7) Magazine stories, usually written at the request of magazine editors themselves. (8) Photographic material obtained through the Photographic Department, and published by newspapers and magazines, usually with captions of our own writing.

A small idea of the work of the Department may be gained from the fact that during the two weeks of the United Simultaneous Campaign newspaper clippings, which usually represent not more than one-half or one-third of the total publicity obtained, have been coming in at the rate of some 2,000 a day.

Advertising and Distributing Department

C.S.Clark, Director

Under the supervision of this Department sixty different pieces of copy have been prepared and placed in fourteen national monthly magazines, four national weekly publications, 268 religious publications, 1,500 daily newspapers, 10,000 weekly newspapers, 50 legal papers, 129 labor papers. The distribution of free pieces of literature issued by other Departments of the Movement has also been a part of the duties of this Department. The significance of the work of the Department may be seen from the following facts:

This department was organized late in December 1919, to handle advertising. Shortly afterwards it took over the distribution of publicity supplies and materials and the supervision of all printing budgets for all departments of the Movement.

In addition to the large volume of publicity material placed, the Department has been responsible for the production and distribution of 2½ million posters, several million pamphlets and booklets, and other material and supplies used in connection with the financial campaign. It has also approved the printing of pamphlets and other pieces of literature for nine departments of the Movement.

The Department has distributed all of the literature for the various departments, including that for the financial campaign and the Weekly Bulletin, which one week reached a circulation in excess of 500,000 copies a week. A total of 540,000 pounds of material, one-third of which was shipped from our Chicago warehouse, has thus been distributed in the past few months.

Slide distribution has formed an important part of the activity of the Department. Stereopticon machines, equipment and slides have been distributed for all the State Pastors' conferences and for approximately 1,600 County conferences.

PERIODICAL DEPARTMENT

Willard Price, Director

Three magazines have been published and circulated under the direction of this Department: World Outlook, Everyland, and La Nueva Democracia. The circulation of World Outlook has advanced to over 63,000. La Nueva Democracia is prepared for Latin Americans and aims to bring before them the Christian solution of present day problems. The advantage of this method of approach to the religiously confused people of Latin America is abundantly proved by the experience of the last year.

LAYMEN'S ACTIVITIES DEPARTMENT

Dr. Daniel A. Poling, Director

This Department has followed the policy of being an "emphasis," relating itself closely with other departments. A National Conference of Laymen was held at Pittsburgh, January 31-February 2, attended by 247 laymen from 31 states and representing 29 denominations.

Since then, the Department has concentrated its whole energies on the evangelistic and financial campaigns. Small group meetings have been held, and through correspondence and conference consideration has been given to brotherhood relationships with the churches at home and abroad.

WOMEN'S ACTIVITIES DEPARTMENT

Mrs. W. H. Farmer, Director

The work of the Department may be summed up as follows:

Correspondence with summer schools in regard to interchurch publicity; study of women's boards in regard to organization, relation to general boards and relation to denominational movements; study of local federations of women's societies; correspondence with 700 Metropolitan societies in regard to The Wayfarer; cooperation in stewardship plans and the reading contest in connection with these which involved sending literature to 290,000 women; cooperation in spiritual resources, especially in connection with the evangelistic campaign; cooperation in missionary education, in the way of committees, interviews, lessons and lectures; cooperation with the Field Department in connection with a number of conferences; the classification of 2,000 names of women of ability, and the preparation for training "Minute Women."

YOUNG PEOPLE'S ACTIVITIES

Dr. Ralph William Hall, Director.

The principal activities of this Department has been in cooperation with other departments of the Movement - Life Work, Stewardship, Spiritual Resources and Missionary Education - in arranging for the presentation to young people of the objectives of those departments.

This task has been accomplished through correspondence and cooperation with denominational boards and interdenominational agencies, and also through personal touch with leaders of young people.

4. ADMINISTRATIVE GROUP

William B. Millar, Group Executive

The activities presented under this heading deal with the conduct of the Movement's activities as a whole, and aim to promote generally the efficient handling of the Business involved in all departments.

Organization and Methods Department

J. H. Williams, Director

The cost of the Movement up to May 15 will be within the authorized budget up to that period, that is, roughly, eight and one-half million dollars.

This unit has evolved a system by which each department is automoatically prevented from exceeding its contemplated and approved expenditures. Each department submits a budget.

The budget is reviewed by a Budget Committee. There is a budget representative for each of the five groups into which the Movement is divided. Every expenditure incurred is based upon a requisition which must be signed by the head of the department as evidence that it is necessary, and by the budget representative of the group as evidence that there is money available to cover it.

In the matter of coordination the Movement has achieved unusual success when its size and the short period of its existence are borne in mind.

PERSONNEL DEPARTMENT

John G. Olmstead, Director

This Department supervises the employing, discontinuing and transferring of the Movement's personnel. Since the Movement's organization, there have been employed, 2,747 men and women, of whom 2,206 are now on the staff - 1,800 at headquarters and the rest in the field. The Department has in its records data concerning 12,000 persons.

The Department also helps to keep the employees efficient and happy at their work. It has organized a choral society, orchestra, baseball club, hiking club and an employees' publication. It keeps two nurses in constant attendance for the care of those ill or injured in the building, or for visiting the homes.

In addition the Department has been able to serve the cooperating Forward Movements by helping them find employees, serve individual churches by helping them find pastors, and serve those applying for employment by placing them elsewhere when the Movement could not use them.

The total number of applications considered is in excess of 13,000.

PURCHASE DEPARTMENT

S. T. Edgerton, Director

The Purchase Department now has complete supervision and control of all purchases made throughout the Movement.

Since the beginning of the Movement the Department has placed orders amounting to approximately $850,000.

SALES DEPARTMENT

Herbert L. Hill, Director

This Department was set up November 1, 1919.

It is charged with the duty of handling all sales of every kind by the Interchurch World Movement. This includes the sale of books, pamphlets, stereopticon lanters, moving picture machines; the manufacture for sale or rental of lantern slides; the rental of costumes; the securing of subscriptions for World Outlook and Everyland; the sale of inspirational charts and maps, the World Survey volumes and other publications.

Sales of text and reading books formerly published by the Missionary Education Movement average over $8,000 a month. During the December conferences which our representatives attended, receipts from sales amounted to $10,103.17. At the February conference our total sales amounted to $16,464.89.

SERVICE DEPARTMENT

C.C.Miles, Director.

The Service Department was originally a division in charge of Mr. W. S. Kenyon and under the general direction of Mr. W. B. Millar.

Offices were secured at 894 Broadway, 222 Fourth Avenue and 111 Fifth Avenue and office space was furnished and equipped. Space was also taken at 920 Broadway. The ninth floor at 160 Fifth Avenue, where the Missionary Education Movement was housed, was utilized when that movement became identified with the Interchurch.

The moving of departments to the Greenhut Building was commenced early in the year.

Mr. Miles took personal direction of the Department on moving into the Greenhut Building, Mr. Kenyon being responsible for work in the other buildings. Mr. F.F.Boniface has been placed in charge of office space and adjustments.

The work of adjusting the Greenhut Building to our needs has fallen to the Service Department.

STORAGE AND FORWARDING DEPARTMENT

C.C.Miles, Director.

At present we occupy storage space covering about one-quarter of the basement on the 19th Street side of the Greenhut building.

Up to April 12 we had handled 30,323 orders for forwarding by express and by mail, making in all a weight of 482,181 pounds and costing, $23,394.03.

There have been approximately 70 people employed for the major part of this work, though at times this number has been increased to 97.

The work has required the purchase and operation of two 2-ton trucks and two 1-ton Ford trucks, which have been in constant employment.

WAYFARER

The Interchurch World Movement took over temporarily the material used by Methodists in their presentation of "The Wayfarer" at Columbus, Ohio, and presented the Pageant at Madison Square Garden, - The official actions covering this activity are as follows:-

COLUMBUS EXPOSITION
(Cabinet Meeting - July 7-8.)

Dr. Fowles reported that the Joint Centenary Commission, who were then in session, had been considering the disposition of the pageant and other features such as Moving Pictures, etc. It had been suggested that the Intefchurch World Movement might be interested in taking this over. Doctors Pinson, Murdock and Fowles had been appointed a Committee of three to bring the matter before the Cabinet for consideration. That if the Cabinet decide not to consider the matter, the Joint Centenary Commission would incorporate and handle the matter themselves.

Inasmuch as it was the concensus of opinion that this should be an Interchurch matter, the Cabinet voted to appoint a Committee of three to considerm with the Committee of three appointed by the Centenary Commission, the feasibility of taking over the Pageant, etc. Committee appointed: Fred B. Smith, Mabel Cratty and J. Campbell White, Later in the session this Committee submitted the following report:

"Your committee in reporting, wishes first of all to express its appreciation of the generous attitude of the Methodist Centenary Committee in offering its assets of equipment and goodwill in connectionwwith the Exposition. The Committee wishes further to express its confidence in the great potential value to the Cause of Christianity of the Exposition as a whole, and of the Pageant specifically, and we believe that this method ought to be made available for the whole Christian Church.

We therefore suggest to the Cabinet that they recommend to the Executive Committee that steps be taken to accept the offer of the Methodist Centenary Committee and to provide resources of men, women and money necessary to meet the large demands involved.

We further suggest, in view of problems of administration and of relationships with the Constituent bodies of the Interchurch Movement, that the Centenary Committee be requested to proceed for the present to conserve the vital elements of the Exposition and of the Pageant, until the Executive Committee of the Interchurch Movement may have time to give the due consideration which such an undertaking will demand, and to complete its plan to accept the offer of the Centenary Committee.

Signed Fred B. Smith, Mabel Cratty, J. Campbell White."

The report was unanimously adopted.

EXPOSITIONS, PAGEANTS, etc.
(Cabinet Meeting, September 9, 1919.)

Dr. Taylor reported that requests were coming in from Canada and various points in the states for expositions, pageants, etc. It was the sense of the Cabinet that there should be someone delegated to attend to such matters.

Voted that the question of Expositions, Pageants, Exhibits, Dramatics, and pictures connected therewith be referred to Dr.Haggard, with power to employ such help as he may find necessary to study the matter.

WAYFARER IN BOSTON
(Cabinet Meeting, September 11,1919.)

It was announced that there was an urgent request from Boston to put on The Wayfarer at the Mechanics Hall under the auspices of the Interchurch Movement. It was the sense of the Cabinet that we recommend that the Pageant be put on in Boston, under the general supervision of Dr. Haggard, providing he finds conditions favorable, and that an option on Mechanics Hall be secured at once as the first step.

PAGEANT IN NEW YORK
(Executive Meeting,September 26th.)

Discussion as to the advisability of putting on the pageant "The Wayfarer" at Madison Square Garden, New York, around the holidays. Voted that the matter be referred to the Cabinet and Finance Committee with power.

PAGEANT IN NEW YORK
(Cabinet Meeting, September 29th.)

Voted that it was the sense of the Cabinet that the Pageant "The Wayfarers" should be put on in New York, subject to the approval of the Finance Committee.

FINANCE COMMITTEE MEETING

Held at 111 Fifth Avenue, October 1st, at 2 P. M.

James M. Speers presiding.

Present:- James M. Speers, George M. Fowles, A. E. Cory, S. Earl Taylor.

Secretary Taylor reported the unanimous action of the Cabinet in favor of presenting the pageant "The Wayfarer," at Madison Square Garden, New York City, during the holiday period, on the approximate dates December 15 to January 15. Secretary Taylor stated that the action of the Cabinet was contingent upon the

---

approval of the Finance Committee.

Upon motion the Finance Committee approved the recommendation of the Cabinet and Dr. Fowles and Dr. Haggard were authorized to proceed with the presentation of "The Wayfarer."

"THE WAYFARER" IN NEW YORK
(Cabinet Meeting, October 6,1919.)

The Cabinet having taken favorable action, a meeting of the Finance Committee was called on October 1st, with Mr. James M. Speers in the chair, and it was agreed that the Finance Committee endorse the recommendation of the Cabinet, thus authorizing the executive officers to proceed to present the pageant(The Wayfarer) in New York, December 15th to January 15th.

EXHIBIT "E"
(Cabinet, October 9th.)

VOTED: That, for the time being, at least "The Wayfarers" and any other large pageants be not included in the exposition and Drama Department, but be directed by a special committee as previously provided.

PAGEANT IN NEW YORK
(Executive Committee, Oct. 14, 1919.)

Mr. Millar reported that the Executive Committee had referred the matter of the pageant, "The Wayfarer", to the Cabinet and Finance Committee; that favorable action had been taken and that the pageant would be presented at Madison Square Garden, December 15th to January 15th.

THE WAYFARER
(Cabinet Meeting, December 10, 1919.)

Voted-that for the opening performance of "The Wayfarer" at Madison Square Garden on December 15th, box tickets be presented to each head of department and division. Also that the Movement purchase and present to each member of the staff as a Christmas gift, a ticket for the opening performance. Distribution of the tickets to be made through the Personnel Department by Mr. Edlund in consultation with Dr. Fowles.

REPORT ON THE WAYFARER
(Executive Committee, December 16th, 1919.)

Dr. Fowles reported that all difficulties and obstacles had been overcome, and that "The Wayfarer" had opened at Madison Square Garden on December 15th as Scheduled and that the attendance at the opening performance was remarkable.

THE WAYFARER
(Cabinet Meeting, December 18, 1919.)

Dr. Fowles reported a splendid attendance of Suburban people, but that something should be done to stimulate the Metropolitan attendance.

Voted that a special committee be appointed to take up the matter of creating larger interest in the metropolitan area, Committee sppointed; Messrs. Cory, Poling, Fowles, Miss Cratty, Mrs. Farmer and Mr. Millar.

THE WAYFARER AND PAGEANTS
(Executive Committee, January 9, 1920.)

Dr. Taylor suggested that the Movement ought to consider taking the "Wayfarer" and other pageantry into small towns. Voted to refer this to Cabinet for its consideration and to bring in a definite recommendation to the Executive Committee at a later meeting.

FUTURE PRODUCTIONS OF THE "WAYFARER"
(Cabinet Meeting - January 12th, 1920.)

The production of "The Wayfarer" in other cities and of its production in moving pictures came up for consideration.

It was voted to leave the matter of its production as a moving picture for consideration at a future meeting.

Dr. Fowles stated that the New York presentation of "The Wayfarer" was very satisfactory from a financial point of view and that it would be impossible to say at the present time whether the final figures would show a slight surplus or deficit, but that in either event, the amount would be negligible. It was pointed out that if "The Wayfarer" were produced in Los Angeles after its run in New York had been completed, conditions would be favorable for having moving pictures made of it in California. It was voted that the Cabinet approve the production of "The Wayfarer" in Los Angeles and because of the imperative importance of notifying participants before the close of the present engagement (which will be January 15th), Dr. Fowles was authorized to get in touch with members of the Executive Committee, as far as he is able to reach them, for the purpose of getting an expression of opinion from the individual members, with the understanding that if this was favorable, the

---

Sub-Committee will be authorized to proceed with arrangements for the next production.

WAYFARER IN BERKELY, CALIF.
(Cabinet Meeting, February 27th.)

Dr. Haggard stated that a communication had been received from the University of California, asking if the Movement would favor having The Wayfarer presented in the Greek Theatre in Berkeley, California.

Voted that correspondence be continued with these people, explaining our situation, and asking them after consideration of what they wish to do in connection with The Wayfarer, to send a proposition which can come before the Cabinet at the proper time.

GREENHUT BUILDING

General Committee April 8th, 1921

Dr. George M. Fowles was granted privilege of reading, for information of members of the Committee, a statement with reference to the rent of the Greenhut Building, which he had prepared for Editor of The Christian Advocate.

The statement was as follows:-

SUBJECT: The Truth about the Interchurch Buildings.

WRITTEN BY: George M. Fowles

PUBLISHED: April 14th, 1921, in The Christian Advocate.

Editor The Christian Advocate: Sir:

In your issue of March 24th, you refer editorially to the action of the Interchurch Movement in paying $750,000 for the cancellation of the lease on the Greenhut building and, incidentally, you mention the fact that at one time the Interchurch was considering the erection of a great building on the Madison Square Garden site. To a person not acquainted with the members of the executive committee of the Interchurch, your editorial would give the impression that they were plungers of the most daring type. As a matter of fact, they were conservative men, who weighed carefully the Greenhut lease and the proposition to build and their decisions were based upon good business principles.

The main facts are as follows:

1. The workers of the Interchurch were scattered through nine different buildings and it was impossible to secure additional space necessary for the carrying forward of the surveys and other departments.

2. Office rentals were high - four dollars per square foot being asked in regular office buildings. Three hundred thousand square feet were in actual use. One year's rental at this rate would have cost $1,200,000.

3. The Greenhut Building being the only space available and the price of the lease being reasonable - a little more than seventy cents per square foot - the Committee saw no alternative to leasing this building, if the work of the Interchurch was to continue.

---

4. The Interchurch had more than enough applications from religious, philanthropic and educational organizations, to use every foot of the building that was not needed for the Interchurch. This was on condition that the Interchurch would continue and that the building would become a religious headquarters.

5. The actual rent paid for twelve months of occupancy of the Greenhut building is $441,111.98. Adding to this sum the $750,000 paid for the cancellation of the lease, makes the total $1,191,111.98.

6. If the Interchurch had continued for several years and leased the floor space as they vacated it, the lease would have been a valuable asset.

7. The building could have been leased for three or five years, but in that event the Interchurch would have been compelled to put in improvements costing $1,000,000. With the ten year lease this expense was borne by the owners.

It would, therefore, appear that notwithstanding the liquidation of the Interchurch, the Greenhut lease was by no means a poor investment.

Now a word about the building of an Interchurch Tower at the Madison Square Garden site or elsewhere, It may be a matter of interest to your readers to know that a strong financial organization made a proposition to the Interchurch that they would erect a forty story office building costing from twenty to twenty-five million dollars; they would finance the entire operation; they would manage the building for twenty-five or thirty years and would then turn the building over to the Interchurch free of debt.

To have provided a great building to house the various Protestant organizations in New York, to stand before the world as a great object lesson of Protestant unity, to have the entire enterprise financed without any obligation upon any denomination, and then to have the property handed over, free and clear, would seem not to have been a bad proposition for the Interchurch. This flattering proposition was not accepted because the executive committee of the Interchurch felt that while this was a splendid business opportunity, it would be unwise to accept it until it was demonstrated that Protestant denominations were prepared to work together in harmony.

From subsequent events it would seem that this hour has not yet struck.

I trust the above statements will throw a little light on a situation that has been misunderstood and above which many misstatements have been made.

GEORGE M. FOWLES.
Member of the Executive Committee of
The Interchurch World Movement.

CERTIFICATE OF INCORPORATION

of

THE INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA

* * * * * * * * * * * * * * * * * *

Filed and recorded Oct. 6, 1919.

The undersigned, all of full age and citizens of United States of America, and at least three of us residents of the State of New York, desiring to form a corporation under and by virtue of the provisions of Article Three of the Membership Corporations Law of the State of New York, hereby certify as follows:

First - The particular objects for which the corporation is formed are the promotion of charitable purposes and of such religious purposes as may be accomplished without incorporation or action as a church or church society. Among other means toward the accomplishment of the purposes above stated, the corporation intends to make a survey of the home and foreign fields in order to ascertain accurately what should be done by the churches and charitable agencies of the country; to make known the facts thus ascertained; by conferences, conventions, publications and similar means to arouse the churches and missionary societies and constituencies of the country to the necessity and purpose of united effort to meet the needs of the community; to bring about a united budget and united financial effort among all the cooperating churches and charitable agencies in advancement of their united

---

purpose and, while not itself a church or a church society, to forward, as far as possible, a cooperative spirit and cooperative action between the churches and denominations of the country; and, furthermore, to apply the income or principal of such property as from time to time the corporation shall possess to its objects as above stated, including the application of the income or principal of any property acquired by bequest, devise or gift, to such lawful charitable purposes, within the objects of the corporation, as the testator or donor shall have prescribed by will or instrument of gift.

Second - The name of the corporation shall be THE INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA.

Third - The territory in which the operations of the corporations shall be principally conducted is the United States of America, but it shall not be restricted thereto.

Fourth - The city in which the principal office of the corporation shall be located is the Borough of Manhattan, City, County, and State of New York.

Fifth - The number of the directors of the Corporation shall be eighteen.

Sixth - The names and places of residence of the persons to be Directors of the Corporation until its first annual meeting shall be:

John R. Mott,	75 Midland Ave., Montclair, N.J.
William H.Foulkes	Lombard Apt. 76th & West End Ave., New York
William B. Millar	445 Park Street, Upper Montclair, N.J.
W.B.Beauchamp	810 Broadway, Nashville, Tenn.
Frank L. Brown	247 New York Avenue, Brooklyn, N.Y.
Abram E. Cory	530 West 122nd Street, New York.
Grace G. Farmer	8 Draper Terrace, Montclair, N.J.
George M. Fowles	41 Greenacre Ave., Hartsdale, N.Y.
Fred P. Haggard	2101 Harrison Ave., New York

Hubert C. Herring	14 Beacon Street, Boston, Mass.
Robert L. Kelly	19 So. LaSalle Street, Chicago, Ill.
John A. Marquis	610 West 116th Street, New York
Charles H. Pratt	Nashville, Tenn.
Fred B. Smith	20 Ridgeview Avenue, White Plains, N.Y.
James M. Speers	81 So. Mountain Ave., Montclair, N.J.
S. Earl Taylor	Oakland, New Jersey
David Teachout	331 Prospect, N.W., Cleveland, Ohio
J. Y. Aitchison	200 Fifth Avenue, N.Y.

Seventh: The annual meeting of the corporation shall be held on the second Monday of October in each year.

Eighth: No officer, member or employee of this Corporation shall receive or be lawfully entitled to receive any pecuniary profit from the operation thereof, except reasonable compensation for services in effecting one or more of its purposes or as a proper beneficiary of its strictly charitable purposes.

IN WITNESS WHEREOF the undersigned have hereunto set their hands and seals in duplicate this 31st day of July, nineteen hundred and nineteen.

John R. Mott	(Seal)
William Hiram Foulkes	(Seal)
William B. Millar	(Seal)
W. B. Beauchamp	(Seal)
Frank L. Brown	(Seal)
Abram E. Cory	(Seal)
Grace G. Farmer	(Seal)
George M. Fowles	(Seal)
Fred P. Haggard	(Seal)
Hubert C. Herring	(Seal)
Robert L. Kelly	(Seal)
John A. Marquis	(Seal)
Charles H. Pratt	(Seal)

Fred B. Smith (Seal)

James M. Speers (Seal)

S. Earl Taylor (Seal)

David Teachout (Seal)

J. Y. Aitchison (Seal)

AMENDED CERTIFICATE OF INCORPORATION
OF THE INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA
for the purpose of increasing the number of directors.

****

We, the undersigned, being a majority of the Directors of the Interchurch World Movement of North America, do hereby make, sign and acknowledge this Amended Certificate pursuent to the Membership Corporation Law (Section 14) as follows; to wit:

That said The Interchurch World Movement of North America is a membership corporation created under the provisions of the Membership Corporations Law of the State of New York, being chapter 40 of the Consolidated Laws of 1909, as amended, for the following purposes:

The particular objects for which the corporation is formed are the promotion of charitable purposes and of such religious purposes as may be accomplished without incorporation or action as a church or church society. Among other means toward the accomplishment of the purposes above stated, the corporation intends to make a survey of the home and foreign fields in order to ascertain accurately what should be done by the churches and charitable agencies of the country; to make known the facts thus ascertained; by conference, conventions, publications and similar means to arouse the churches and missionary societies and constituencies of the country to the necessity and purpose of united effort to meet the needs of the community; to bring about a united budget and united financial effort among all the cooperating churches and charitable agencies in advancement of their united purpose and, while not itself a church or a church society, to forward, as far as possible, a cooperative spirit and cooperative action between the churches and denominations of the country; and, furthermore, to apply the income or principal of such property as from time to time the cooperation shall possess to its objects as above stated, including the application of the income or principal of any property acquired by bequest. Devise or gift, to such lawful charitable purpose, within the objects of the corporation, as the testator or donor shall have prescribed by will or instrument of gift.

That a special meeting of said corporation for the purpose of amending the Certificate of Incorporation and changing the number of Directors was held at the City of New York, on the 20th day of January, 1920, notice of such special meeting have been given as provided in Section 28 of the Stock Corporation Law.

That at said meeting the members of said corporation by a majority vote determined to increase the number of its directors from eighteen, the present number, to forty.

Amended Certificate of Incorporation

That a certificate of the proceedings of this meeting relative to changing the number of Directors, signed and certified by the president and Secretary, thereof, is annexed hereto and hereby made a part of this Certificate.

IN WITNESS WHEREAS, we have made, signed and acknowledged this certificate in duplicate.

Dated, this 20th day of January, 1920.

(Signed) John R. Mott

S. Earl Taylor

William Hiram Foulkes

W.B.Beauchamp

A.E.Cory

Frank L. Brown

Grace G. Farmer

James M. Speers

Robert L. Kelly

Fred B. Smith

George M. Fowles

Hubert C. Herring

BY - LAWS

of

THE INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA

ARTICLE I

Members of the corporation shall consist of the persons named in Article VI. of the Articles of Incorporation, together with such persons or their successors as they may from time to time elect to membership in accordance with these by-laws.

New numbers of the corporation, whether as successors to those named in the Articles of Incorporation or otherwise, and such additional members as they or their successors shall see fit to associate with them, shall be elected by ballott by a four-fifths majority present either at the annual meeting of the corporation or at a special meeting of the corporation or of those present at any meeting of the Executive Committee.

Any member may withdraw from the corporation by resignation lodged with the Secretary of the Executive Committee. Retirement from the corporation shall include retirement from the General Committee and from the Executive Committee.

ARTICLE II

Meetings of the Corporation

Section I The annual meeting of the corporation shall be held at its principal office in the City of New York during the month of January in each year or at such other time or place as may be designated by the Executive Committee. At such annual meeting there shall be elected a General Committee of not more than three hundred members, who shall have supervision of the general policy of the corporation. A general report of the corporation shall be presented to such annual meeting, together with such other business as may properly be transacted thereat. Eight days' notice of such annual meeting shall be given of the time and place thereof, by mailing a copy of the notice, postage prepaid, to each member at his or her last known place of residence.

Section 2. Other meetings of the corporation shall be held at any time or place upon the call of the Executive Committee.

ARTICLE III

General Committee

Section 1 The General Committee, when elected at the annual meeting shall meet immediately, or as soon thereafter as possible, and elect a chairman, vice-chairman and secretary all of whom shall be members ex-officio of the Executive Committee. At such meeting, the general Committee shall elect an Executive Committee of not more than forty from its number. The persons named in Article VI of the Certificate of Incorporation shall be such Executive Committee until the first annual meeting of the corporation, together with such members as may be elected prior thereto.

Section 2. The General Committee shall meet upon call as follows:-

The Secretary of the Committee whenever there shall be lodged with him a written request therefor signed by at least five members of the Committee, shall give at least five days' written notice of the time and place of such meeting by mailing a copy of said notice, postage prepaid, to each member at his or her last known place of residence.

Section 3. The persons named in Article VI of the Certificate of Incorporation may at their first meeting elect a General Committee to serve as such until the first annual meeting of the corporations, and officers thereof.

ARTICLE IV

Executive Committee

Section 1 The business and affairs of the corporation shall be managed by a Board of Directors, not more than forty in number, who shall be known as the Executive Committee and are so called in these by-laws, and all of whom shall be members of the corporation and of its General Committee.. The Executive Committee shall be elected by the General Committee as hereinbefore stated. The Executive Committee shall be the same as the Board of Directors and shall have all the powers of the corporation, except the supervisory power over general policy reserved to the General Committee.

Section 2. The Executive Committee shall meet monthly, except during the months of July and August, in the City of New York at the principal office of the corporation and at such other times and places as may be determined by the Committee.

Section 3. Special meetings of the Executive Committee shall be called by the Secretary whenever three of the members of the Committee shall make a request therefor and lodge the same with the Secretary, and at least three days' written notice of the time and place of such special meeting shall be given by the secretary by mailing a copy thereof, postage prepaid,

to each member of the Committee at his or her last known place of residence.

Section 4. The Executive Committee shall have authority to annually, or oftener, designate and employ a Certified Public Accountant to make a thorough examination of the books and accounts of the corporation and to make a report of his audit to the said Executive Committee.

ARTICLE V

Officers.

Section 1 The officers of the corporation shall be chairman of the Executive Committee, the Vice-Chairman, the Secretary, the Treasurer and the General Secretary, whoshall be ex-officio members of all Committees.

Section 2 Such officers shall be elected by the Executive Committee at its first meeting after incorporation and at its annual meetings thereafter. All officers, employees and agents, whether elected or appointed shall hold office at the pleasure of the Executive Committee, but in no case beyond the time when their respective successors shall be elected or appointed and accept office.

Section 3. The duties of all officers shall be those usual and pertaining to such offices in charitable and missionary corporations and they shall perform such duties as may be assigned by the Executive Committee and the rules and regulations of the corporation.

ARTICLE VI

Section 1 The executive Committee may adopt a seal for the corporation as may be desired. Such seal shall be in the control and custody of the secretary who shall affix the same to such documents and ppapers as may be necessary.

ARTICLE VII

Quorum

Section 1. Twenty members shall constitute a quorum of the General Committee and six members shall constitute a quorum of the Executive Committee.

ARTICLE VIII

General Provisions

Section 1. The Executive Committee shall have power to appoint such sub-committees as may be deemed necessary and shall be the controlling and supervising agency thereof. The General Committee shall outline and adopt broad policies of the corporation, but all business affairs, working plans and details thereof shall be determined by the Executive Committee.

Section 2. The Executive Committee may add to its number, within the limits as provided by law, and fill all vacancies, elect or appoint such national, state and other officers, agents and employees as may in its judgment be needed, create or establish such departments, divisions and bureaus as may be necessary, and adopt such rules and regulations governing all business and transactions of the corporation as may be deemed advisable.

Section 3 All funds of the corporation shall be deposited by the Treasurer in such banks or trust companies as may be designated by the Executive Committee and shall be drawn out on his order. The Treasurer shall keep all necessary books and accounts incident to his office and make such reports and financial statements of the corporation to the Executive Committee as it may require or deem necessary.

Section 4 All deeds, leases and notes of the corporation shall be signed by the Treasurer, or such other person or officer as may be designated by the Executive Committee; such person or officer shall also execute, under seal or otherwise, such form of transfer or assignment as may be necessary or proper to constitute a regular transfer or any stocks or registered securities standing in the name of the corporation, and any transfer agent shall be fully protected in accepting such transfers; such person or officer shall also vote the shares of stock owned by the corporation at any time and be authorized to execute proxies to any person or persons to vote such stock for and in behalf of the corporation, with full power of substitution.

Section 5. The securities of the corporation shall be deposited in a suitable safe deposit vault or vaults approved by the Executive Committee. Access to the vaults containing the securities of the corporation shall be had only by three officers, any two of whom may act, or such other persons as may be designated by the Executive Committee.

Section 6. The Fiscal Year of the corporation shall extend from January 1st to December 31st of each year.

ARTICLE IX

Section 1 These by-laws or any by-laws that may subsequently be adopted by the corporation may be suspended or amended at any time by unanimous vote at any meeting of the General Executive Committee, or the same may be amended at any meeting of the General Executive Committee by majority vote of those present, it notice of the proposed amendment shall be given in the notice of the meeting in the manner provided in Article IV Section 3 thereof.

**********----------

DUTIES AND RESPONSIBILITIES
of
General Committee-Executive Committee and Cabinet
At the General Committee held at Atlantic City - Jan. 9-10,1920.

****

The following recommendation from Executive Committee was presented by Dr. Mott:-

1. The General Committee, representing directly the cooperating bodies of the Interchurch World Movement, shall determine the principles and the general outline of the policies under which the Movement is to be carried forward. It may delegate such powers as it may deem wise to the Executive Committee but it shall not relinguish the right to determine the guiding principles of the Movement. The General Committee shall determine the budget of expenditure of the Interchurch World Movement.

II. The Executive Committee shall exercise ad interim all the powers of the General Committee except those specifically reserved in the foregoing article. It shall keep records of its actions and report the same to the General Committee.

III. The Cabinet, consisting of the General Secretary, as its Chairman, and the Associate General Secretaries(the Chairman and Vice Chairman of the General Committee and the Chairman, Vice Chairman, Secretary and Treasurer of the Executive Committee being members ex-officio) shall carry out the policies which have been approved by the General Committee and authorized by the Executive Committee. The Cabinet shall also exercise such specific powers as may be committed to it by the Executive Committee from time to time, but it shall not have power to initiate or to carry forward policies without the direct approval of the Executive Committee.

Voted to adopt the report as presented.

C H A P T E R VIII

REORGANIZATION and LIQUIDATION

These official documents of the Interchurch World Movement have been gathered and grouped by subjects for convenience in reference. Care has been taken to avoid interpretation either in narrative or arrangement.

TABLE OF CONTENTS

	Page
Development of Sentiment favoring Reorganization	1
Committee on Reorganization	2
Report of Committee on Reorganization	3
Report of Committee on Reorganization	7
Action of Judicatories	10
Presbyterian	10
Baptist	12
Committee of Eleven and Report	15
Committee on Reorganization Elected	17
Report of Reorganization Committee	20
Recommendation of Reorganization Committee	29
Resolution of Business Men's Committee	32
Liquidation	33

CHAPTER VIII (1920)

REORGANIZATION and LIQUIDATION

The extent of the failure of the First Campaign began to be realized by the time of the General Committee Meeting at Cleveland, May 10th and steps were taken to continue the Campaign*: There was a realization also that the Movement if it was to continue must continue on a greatly reduced budget and on a much modified plan. Sentiment began to develop in favor of a complete reorganization in order to curtail expense, stop extravagance due to over lapping in preliminary organization and to get rid of unnecessary members of the staff.

This sentiment soon became the prevailing one and at the General Committee Meeting, May 17-18, Dr. Anthony presented the following resolution:

> "In the interest of simplifying organization, of securing greater cooperation with existing agencies, particularly of the denominations which are not now cooperating, and of gaining increased efficiency, and in order to make the beneficient achievements and results of the Interchurch World Movement permanent, it is resolved,
>
> "That a committee on adjustment of plans of work be appointed by the Executive Committee or the Cabinet, to report as soon as possible.
>
> "Voted to adopt the above resolution."

> "The Committee on Reorganization having been appointed, in compliance with the resolution adopted by the General

---

*See Chapter VI Page 51

Committee (the Committee consisting of Mr. Morhorter, Dr. Aitchison, Chas. R. Watson and James M. Speers) the chairman of the reorganization committee, Dr. Morhorter, stated (at an Enlarged Cabinet Meeting, May 21st, 1920) that he felt the committee was not large enough and should be increased.

"It was voted to ask Mr. Speers to name two additional members to the Committee on Reorganization."

"At an Executive Committee Meeting held June 2nd, 1920, it was felt that the Committee previously appointed should be increased so as to be more largely representative of the denominations and groups.

"Voted that the Chairman be authorized with power to increase the Committee on Reorganization as necessary. Mr. Speers named the following as the newly constituted Reorganization Committee:-

J. Y. Aitchison	Wm. E. Lampe
Frederick L. Anderson	Henry Meyer
W. B. Anderson	Frank Mason North
Alfred W. Anthony	F.W.Padelford
Mrs. Fred S. Bennett	Mrs. Henry Peabody
Mrs. Wm. Adams Brown	Levi T. Pennington
Prof. E.D.Burton	Robert E. Speer
Bishop Jas. Cannon	James M. Speers
D. D. Forsyth	James I. Vance
H.C.Herring	Robert Wilder

"Voted that the above named persons constitute the Reorganization Committee, and that this be the Committee to confer with the Executive Commission of the Presbyterian Church as to reorganization matters."

The need of a definite announcement as to reorganization became more pressing each day. Dr. Cory, reporting the difficulties of the Second Financial Campaign at a Cabinet Meeting, June 8th, 1920, said:-

"The one problem that meets us at every turn of the road is, 'What is the organization to be in the future and what will the program be?' This of course involves the question, 'How far will denominations like the Presbyterians cooperate?'

"It is the feeling of the Committee that we should drive our organization ahead and be ready in case the General Committee makes a plan of organization that receives the approval of the various denominations, to at once throw it widely to the public and to our state organizations."

"Dr. Cory read the report of the sub-committee on reorganization at the Enlarged Cabinet Meeting, June 17th, 1920, which met with the general approval, and it was stated that any suggested changes might be sent in writing to Dr. Herring, before the meeting of the Reorganization Committee on Friday morning."

"Dr. Herring presented the report of the Committee on Reorganization at the General Committee Meeting, June 18th, 1920, which was as follows:-

REPORT OF COMMITTEE ON REORGANIZATION

'The Committee on Reorganization in submitting its recommendations as to the future program and structure of the Interchurch Movement desires first of all to recall to the mind of the General Committee the principles and purposes out of which the Movement sprang at its inception eighteen months ago. Four chief forces lay behind it:-

The first was the growing sense of kinship among the evangelical churches and the desire to give it expression.

The second was the consciousness of the fragmentary and inadequate effort hitherto put forth to carry out the program of world service to which the church is called.

The third was the hope and belief that by cooperative action larger enlistment of life and treasure could be secured and better results obtained for energy exerted.

With these aims in view it was agreed that the participating denominational agencies should associate themselves in concerted plan by which on the one hand they should conduct upon parallel lines their respective forward movements and on the other should seek to accomplish through the Interchurch Movement organization certain things impossible to any one of them acting alone, but wholly possible to all acting together. Among these common undertakings the following were deemed of first importance:-

1. A thorough analysis of the total world task of the church, locality by locality and item by item, to the end that neglected fields might be discovered; important existing work strengthened; unjustifiable work eliminated and helpful relationships between all agencies and workers established.

2. A continuous campaign of education, making use of ascertained facts, projected upon broad and varied lines

and carried out upon a scale adequate to secure the attention of the nations at large and if possible to convince the judgment and awake the interest of millions of people now wholly or largely untouched by Christ's call to world service.

3. To give cooperative leadership to the Church in the fields of industrial relation, philanthropy, evangelism and education, to the end that the Church may more wisely and amply meet her obligations in these areas of service.

4. To conduct a campaign for recruits to the ministry and mission service.

5. To make simultaneous and united appeal for funds, sufficient in ammount to support the sort of effort at home and abroad demanded by the conditions of the hour.

Within the bounds of these aims the Movement has proceeded substantially; a year was spent in fashioning plans, enlisting the cooperating agencies, completing the organization and launching the world survey. Six months were given to intensive work along the lines above named. The undertaking has proved, as was anticipated, huge and difficult. The prevalent shortage of workers, scarcity of office room and prohibitory scale of costs have created obstacles at every step. Certain serious mistakes in method are now seen to have been made. Despite it all there stands to the credit of the activities of these months a volume of achievement which in the judgment of your Committee reveals the validity of the purpose of the Movement and its well nigh boundless possibilities if carried out in full development. The survey of hospitals and homes in America is largely completed and will constitute a storehouse of information to all denominations which wish to meet their duty in these often neglected fields. The survey of the educational instituions is also well toward completion. The religious education survey is also approaching completion. The foreign missionary surveys will constitute the first comprehensive picture of the non-Christian world which the Church has ever possessed. The home mission surveys, by far the most difficult and costly portion of the task, are well under way.

The work taken over from the Missionary Education Movement and the Laymen's Missionary Movement has been carried strongly forward as has also the publication of World Outlook, Everyland and LaNueva Democracio. In the field of education publicity multiplied conventions and conferences, local and state and national, have brought to some millions of people a new sense of the nature and urgency of the Church's task. Through the printed and pictured page the Christian world message has been widely proclaimed and pressed home. The appeal for life work recruits and for quickened evangelistic activity has been widely made.

Various inquiries in the industrial realm have been conducted and one in particular dealing with the steel strike appears likely to have profound bearing on the future of the relations between capital and labor. A financial campaign has been conducted in which nearly every participating denomination has registered a marked advance on previous giving, in some cases such advance being revolutionary in degree. Connected with all these activities has been a wide leavening of the public thought and a clearer realization of the unity and immensity of the responsibility of the Church of Christ.

These results of a brief period of hastily organized effort appear to your Committee to afford abundant reason for pressing onward in the effort to reach the goals which the Movement has set before itself. The one respect in which the anticipations of the Movement have proven seriously at fault, viz:- the response in undesignated gifts available to reenforce the total undertaking, should not cause us to lose sight of the fundamental values we have been seeking, nor the large measure of success obtained.

Your Committee recommends that the General Committee issue the following statement to its constituency.

Looking toward the future the General Committee of the Interchurch World Movement is clear that the conditions of the hour call for the reshaping of the organization and functions of the Movement along the following lines:-

1. The adoption of a budget of operating expenses not exceeding $1,000,000. per year or if necessary reduced to $500,000 exclusive of interest and rent.

2. The sharp limitation of the functions and activities of the Movement to the fundamental lines originally contemplated, these being of such nature as to afford a channel of cooperation for the participating mission boards and denominational agencies.

3. All officers of the Movement and members of the Cabinet having offered their resignations with the desire to leave the Movement free in the choice of its reduced staff, every effort will be made to select representatives of the highest acceptability and efficiency.

4. The establishment of closely coordinated relations between all interdenominational bodies.

5. The use of every effort to articulate the Movement in the closest way with the denominational agencies which constitute it.

In order that the reorganization contemplated may in the fullest degree be the expression of the judgment of the partici-

pating bodies the Committee invited representatives of these bodies to meet with it in Joint Session on July 8th, 1920, to complete the reorganization of the Movement.

The Committee earnestly commends to the support of the constituent denominations the campaign now in progress for securing funds to continue the work of the Movement.'

Voted, that the report be received and that the body proceed to discuss the same seriatim.

After brief discussion it was the sense of the committee that consideration of the report would be expedited if multigraphed copies of the specific recommendations of the report of the Committee on Reorganization could be placed in the hands of the body at the afternoon session. With this understanding the meeting suspended consideration of the report and proceeded with the agenda.

Same Meeting. (Afternoon).

Dr. Herring again brought forward the report of the Committee on Reorganization, which the Committee proceeded to discuss seriatim. (Report as adopted appears in the minutes of the evening Session)

Same Meeting. (Evening)

Report of Committee on Reorganization

Dr. Herring presented revised report of the Committee on Reorganization, summarizing the discussion concerning reorganization and embodying recommendation as to the meeting of denominational representatives with the General Committee on July 8th.

Voted to adopt this report as a substitute for the section of the Report of the Committee on Reorganization which had been discussed seriatim in the afternoon.

PART OF REPORT OF COMMITTEE ON REORGANIZATION APPROVED BY GENERAL COMMITTEE, BUT LAID ON TABLE FOR FURTHER CONSIDERATION ON JULY 8th.

Looking forward to the year ahead it is plain that three considerations call for a radical reduction of expenditure, some re-shaping of organization, and a redefinition of function.

The first of these considerations is the fact that since much preliminary work has been done, there would not be occasion for so large a budget as that of last year even if abundant funds were available.

The second is that under existing conditions it is not possible to secure so large resources as ought ideally to be used for the period ahead. We must plan with patience for a somewhat slower pace.

The third consideration is that adjustments must be made so as to avoid over-lapping the fields of the Federal Council or other interdenominational bodies. Such measure of over-lapping as has existed has been felt by all concerned to be unfortunate and not to be continued save as a temporary condition.

With these things in full view, your Committee recommends that the available funds for the coming year be used in such proportions as the General Committee deems wise for carrying on the activities of the following departments:

In presenting this outline your Committee recommends a maximum budget of $1,000,000, as indicated by the action of the General Committee at the last meeting. Should a smaller sum be named the principle of procedure indicated by these proposals will still in the judgment of the Committee hold good.

1. Survey. Radical alterations of plan will doubtless be called for here by the financial necessities of the case. But quite aside from that fact the Committee recommends the following changes of method.

(a) Distinct narrowing of the scope of the home mission survey seeking to retain only major and essential features.

(b) Closer coordination of each survey department with the corresponding inter-board organization. There should for instance be created a joint departmental committee, composed

---

other of Industrial Relations. In the judgment of the Committee the responsibility of interdenominational leadership in the field of evangelism and spiritual resources should rest entirely with the Federal Council of Churches. In the case of the Industrial Relations Department the General Committee was in favor of correlating its work with that of the Federal Council of Churches.

Your Committee does not understand that it is expected to suggest in detail the changes in form of executive organization deemed desirable. It therefore goes no further than to express the opinion that there should be consolidation of departments along lines indicated in the above outline of functions. It is informed that the Executive Committee has already made large reductions in expenses and has eliminated certain sub-departments pursuant to instructions of the General Committee at its recent meeting in Cleveland.

The Committee believes that the constitution of the General Committee proposed in the recent report of the Movement to the churches gives it a thoroughly representative character and insures the needful qualities of personnel. This plan calls for the nomination by the national bodies participating, of members of the General Committee in proportion to the size of each, the committee as thus constituted being given power to add additional members not exceeding one-sixth of the whole. As to the composition of the Executive Committee, a change from the present plan is suggested. It is recommended that each participating denomination through such agency as it may select, name one member of this Committee and that the General Committee name ten or fifteen members at large.

Questions of executive personnel are understood by your Committee to be outside its scope. All members of the Cabinet have submitted their resignations at this meeting in order to leave the Committee wholly free to make any readjustments desired. Your Committee understands that the Executive Committees will thoroughly review the whole question of personnel in the effort to secure both at headquarters and in the field the highest degree of acceptability and efficiency.

Your Committee finds itself freshly and profoundly impressed as the result of its review with the far-reaching importance of the undertaking for which the Movement came into being. Heavy responsibility rests upon all whose decisions shall determine its future course. With patient effort and united minds we shall be able, by the divine blessing, to broaden and strengthen the world service of the churches of America.'

Voted that the original report be submitted to the Committee on Reorganization with the recommendations as adopted at the afternoon session, to be presented at the next meeting of the General Committee.

Executive Committee
June 28th, 1920.

Voted that the Report of the Reorganization Committee be received and referred to the General Committee.

Soon after the failure of the first Financial Campaign quite a number of the Supreme Judicatories of the Churches held meetings. At these meetings the cause of the Interchurch World Movement was presented and the question of whether or not the Churches should continue in their support of the Interchurch World Movement, ~~or not,~~ was discussed. By June 9th, 1920 a total of thirteen Judicatories had been approached with the following results:

9 Approved, 5 with reservation and 4 without
2 Declined to approve
At 2 there was no action taken.

The resolution adopted by the Presbyterian Church at a Meeting held at Philadelphia, Pa. in May 1920, was as follows:-

NEW BASIS OF PRESBYTERIAN (U.S.A.) CO-OPERATION
IN INTERCHURCH WORLD MOVEMENT

"(The following resolutions, passed by the 1920 General Assembly of the Presbyterian Church, U.S.A., in session at Philadelphia, Pa., in some parts of the country have been wrongly interpreted to mean that the denomination has withdrawn entirely from the Interchurch World Movement. A careful reading, however, shows that the Presbyterians withdraw formally from their former legal relationship of unlimited liability in a legal copartnership; but also vote to continue in the Movement conditionally upon reorganization and budget limitation. This reorganization was already in process when the Presbyterian action was taken.

The resolution adopted by the Northern Baptists at their meeting in Buffalo, June 25th, 1920, is as follows:

RESOLUTIONS FROM NORTHERN BAPTIST CONVENTION

Held at Buffalo, June 25th, 1920.

RESOLVED: First, that we hereby register our conviction that the evangelical denominations of North America have and hold so many interests in common that they should in all practicable ways cooperate for the promotion of their common purpose and the accomplishment of their common tasks; and that we do not and herein reaffirm our earnest desire and our cordial readiness to continue and to engage in such cooperative efforts with other evangelical Protestant denominations.

RESOLVED: Second, that we desire to reassure our brethren of the great Protestant bodies with whom we have for the past year been associated in the incorporated organizations known as the Interchurch World Movement of our fraternal Christian feeling and good will, and that we reaffirm the good faith and fraternity of spirit with which under the Denver resolutions we engaged to cooperate in the organization of the Interchurch World Movement, and our conviction of the abiding worth of the ideals and spirit which we together sought to embody in this organized movement.

RESOLVED: Third, that we declare our grateful belief that the movement has accomplished some very desirable and far-reaching results under great difficulties and handicaps, but that our experience convinces us that our cooperative relationships cannot be adequately or satisfactorily expressed in and that therefore our relation with the Interchurch World Movement should be discontinued as of June 30th, 1920.

RESOLVED: Fourth, that we instruct the general board of promotion to make full payment to the treasurer of the Interchurch World Movement of such part of our underwritings as in the judgment of the administrative committee shall prove to be the just share of the Northern Baptists of the expenses as provided for in the underwritings, and not in any case to exceed two and one-half millions of dollars.

RESOLVED: Fifth, that the convention approve the continuance of existing relations with other well established interdenominational agencies and that the general board of promotion be authorized to prepare at its discretion plans for further cooperative (Promotion) work with other evangelical denominations and to present the same in a report to the Northern Baptist Convention in 1921.

RESOLVED: Sixth, that we acknowledge receipt of the invitation to participate in Interchurch reorganization conference of July 8, 1920, and that the general board of promotion be authorized to commit to the officers of the board of promotion all arrangements for the termination of our relations with the Interchurch World Movement.

RESOLVED: Seventh, that pending decision by the convention on such plans (for further cooperative promotional work with other Evangelical denominations) we authorize the general board of promotion to employ such interdenominational agencies as may be deemed advisable along the lines of survey, Christian stewardship and missionary education with authority to incur an expense on the part of the Northern Baptists not to exceed $5,000. per month, and we recommend to the convention that for the employment of such agencies, if found necessary, the convention approve the addition to the budget for the general board of promotion of an amount not to exceed $60,000. for the current year for the aforesaid purpose."

The action of these two large denominations made it practically impossible to continue the work of the Interchurch World Movement, and on June 28th, 1920 the Executive Committee of the Interchurch World Movement upon the recommendation of a Business Men's Committee which had been appointed to make a special study of the

---

situation decided to bring the activities of the Interchurch World Movement to an end,* and as a consequence a telegram was sent to all Field men and it was announced to all men in the offices that their services had been discontinued as of June 28th. A small nucleus of the force was re-employed to salvage the assets of the Movement and to conserve as far as possible the valuable data that had been gathered by the various Survey Departments. The Business Men's Committee took formal charge of the Interchurch World Movement until July 8th at which time the General Committee was to meet and it was anticipated that this Committee would arrange for all future activities of the Interchurch World Movement. Despite the fact that the Interchurch World Movement was forced to discontinue its active operations it was still the hope of practically all Christian leaders that a way might be found to continue the work.

At a meeting of the General Committee July 8th, 1920 the Business Men's Committee made report of the financial situation and the action of the Committee on June 28th, at which time a Sub-Committee of the Business Men's Committee was appointed to bring a report to the General Committee at this meeting.

It was voted by the General Committee that a Committee of Eleven Denominational representatives be appointed to sit with the Business Men's Committee to consider the report and

---

* See Chapter 6 Page 98

bring in recommendations at the afternoon session. The nominating Committee consisting of C.M.Sheldon, Chairman, Dwight H. Day, Levi T. Pennington was appointed to nominate the Committee of Eleven. The Committee chosen by the Nominating Committee was as follows:

Bishop Thomas Nicholson, Chairman	- Methodist Episcopal
Mrs. J.S.Allen	- Reformed Church in America
Dr. W. B. Anderson	- United Presbyterian
Bishop S.E.Breyfogel	- Evangelical Association
Bishop J.S.Caldwell	- African M.E.
Dr. William Horace Day	- Congregational
Dr. Fred C. Klein	- Methodist Protestant
Dr. William E. Lampe	- Reformed Church in U.S.
Dr. J.H.Mohorter	- Disciples
Dr. H.C.Swearingen	- Presbyterian
Dr. A.L.Warnshuis	- Reformed Church in America

REPORT OF JOINT COMMITTEE

"Bishop Nicholson made a brief statement regarding the report of the Committee of Eleven in joint session with the Business Men's Committee. Dr. William E. Lampe, secretary of the committee, read the resolutions which were as follows:

1. The Committee is unanimous in the conviction that the main purposes and objects for which the Interchurch World Movement was created should be conserved, and therefore the Movement should be continued though on a greatly modified scale.

2. We heartily approve the action of the Executive Committee in closing the accounts of the Movement as of June 30, in calling upon the churches to meet their obligations, and in making a clear distinction between the past and future operations of the Movement.

3. That inasmuch as material must be cared for, subscriptions collected, and an irreducible minimum of work must be carried on pending the reorganization hereafter to be recommended, we recommend a budget not exceeding $75,000 which amount shall become a part of the obligations already incurred by the corporation.

---

4. Inasmuch as the time is manifestly too short for working out a feasible plan of reorganization today, we recommend the appointment of a committee of fifteen members, which committee shall confer with representatives of the denominations co-operating in the Movement, and if they deem wise, with representatives of other Interchurch bodies, and shall recommend plans for the future. The Executive Committee is requested in the meantime to utilize the surveys, literature, and all such material of the Interchurch World Movement as can be operated through the boards and other agencies of the denominations without expense to the Interchurch World Movement as such.

5. This Committee of Fifteen shall be authorized to call together the General Committee of the Interchurch World Movement and representatives of the denominations in order to consider the report of reorganization when the report is ready. It is understood that eventually the direction of the Movement shall be in the hands of a board officially appointed by the co-operating denominations.

6. For the purposes mentioned in this report, the Business Men's Committee shall be authorized to employ such assistants as in its judgment shall be necessary.

7. We further recommend that no budget of expenditure other than that heretofore and herein provided shall be authorized, until it has been properly approved and the expenses provided by the proper authorities of the co-operating denominations.

Voted to receive the report and consider the same item by item.

After full discussion the items of the report were adopted separately, after which on motion it was voted to adopt the report as a whole.

Voted that the Committee of Fifteen be asked, when calling the meeting of the General Committee and the denominational representatives, to submit in as full detail as possible the plan of reorganization.

Voted that the chairman appoint a Committee of Five, to constitute a Nominating Committee, to bring to the evening session nominations for the Committee of Fifteen. Nominating Committee appointed - C.M.Sheldon

---

Chairman, Mrs. J. S. Allen, Mrs. Henry Peabody, Joseph H. Apple, Levi T. Pennington. Dr. Lampe, Secretary of the Nominating Committee appointed at the last meeting of the General Committee, to consider resignations, personnel, etc., and report at this meeting, stated that the committee had met and prepared a report, but in view of the actions of the Executive Committee on June 28th and the present day's developments, that it was not advisable for the committee to present their report.

Voted that this report be referred to the Committee of Fifteen.

Voted to adjourn to meet at 8:00 P.M.

EVENING SESSION

At the evening session it was voted that the Committee of Fifteen when appointed, be asked to call the General Committee and the representatives of the denominations at the earliest possible date, within thirty days, if possible.

REPORT OF NOMINATING COMMITTEE

Dr. Sheldon, Chairman, made a brief statement regarding the report and Mrs. J.S.Allen, secretary, read the report nominating the following as members of the committee on reorganization.

Bishop Thomas Nicholson, Chairman	-Methodist Episcopal
Rev. W.B.Anderson, D.D.	-United Presbyterian
Rev. Joseph H. Apple, D.D.	-Reformed in U.S.
Mrs. Anna Atwater	-Disciples
Bishop S.G.Breyfogel	-Evangelical Association
Bishop James Cannon, Jr.	-Methodist Episcopal So.
Mrs. Frank Gaylor Cook	-Congregational
Rev.William Horace Day, D.D.	-Congregational
Rev. T.H.Lewis, D.D.	-Methodist Protestant
Rev. J.H.Mohorter, D.D.	-Disciples
Rev. S.L.Morris, D.D.	-Presbyterian in U.S.
Rev. W.G.Parks, D.D.	-National Baptist
Rev. A.C.Siddall	-Church of the Brethren
Rev. H.C.Swearingen, D.D.	-Presbyterian in U.S.A.
Mrs. May Leonard Woodruff	-Methodist Episcopal

Voted that the report of the committee be received and that the persons named be elected as the Committee on Reorganization.

Before adjournment two resolutions were introduced.

Mr. H.O.Pritchard presented the following resolutions:-

"WHEREAS, the World Survey Conference held at Atlantic City, New Jersey, January 7th to 10th, 1920, acting upon the recommendation of the Committee of World Survey Program and Budget, adopted certain principles with respect to the settlement between the Interchurch World Movement and the cooperating denominations, which principles, were stated as follows:-

'That all undesignated monies contributed to the central treasury shall be divided among the participating organizations pro rata with their actual receipts in the coming campaign, final settlements to be made at the end of the year.

'That in the final settlement the expenses of the Movement be borne by the participating organizations on the same pro rata basis, and

WHEREAS, the World Survey Conference was more largely representative of the various boards and denominations cooperating in the Interchurch World Movement than perhaps any other meeting which has been held by the Interchurch, and

WHEREAS, many of the cooperating bodies, formulated their budgets and underwrote the Interchurch World Movement with the Atlantic City agreement clearly in mind as the basis upon which settlement should finally be made, and

WHEREAS, many of the cooperating bodies do not have the money with which to pay their underwritings at this time, therefore

BE IT RESOLVED: That settlement of underwritings and other obligations, if any, shall be made at the end of the present year, namely, April 30, 1921 by the participating organizations of the Interchurch World Movement upon the pro-rata basis with their actual receipts coming from the United Simultaneous Interchurch campaign.

Voted that this resolution be referred to the Business Men's Committee.

Dr. J. H. Mohorter presented the following resolution:

WHEREAS, some of the denominations and institutions participating in the Interchurch World Movement, find it almost impossible to pay their underwritings without imperiling their usefulness or perhaps bankrupting them,

WHEREAS, many organizations and institutions will suffer greatly from the criticism of having misappropriated funds, if they have to take their regular funds to pay their underwriting, and

WHEREAS, many friends of the Interchurch World Movement would be glad to express their loyalty to it by making special subscriptions toward helping to pay the underwriting, and

WHEREAS, the present crisis through which the denominations are passing furnishes an opportunity for the strong to bear the burdens of the weak, by at least encouraging each other in an effort to meet their present obligations in such a way as to reflect credit upon themselves,

RESOLVED: That we recommend to all the denominations that they unite in a simultaneous campaign to raise the funds with which to pay their underwriting. That the time of this campaign be the early fall, after the work of reorganization shall have been completed.

Voted that the resolution be referred to the Committee of Fifteen.

The Reorganization Committee of Fifteen after considering for some months the question of the reorganization of the Interchurch World Movement and after having considered carefully the plans suggested, called a meeting of the General Committee of the Interchurch World Movement on April 8th, 1921 and at that meeting made the following report:

REPORT OF THE REORGANIZATION COMMITTEE
OF THE INTERCHURCH WORLD MOVEMENT
TO THE GENERAL COMMITTEE

April 8-1921.

The Reorganization Committee appointed in July has been giving most careful and conscientious attention to the complicated and difficult problems committed to it. There have been a number of meetings of the Committee and every plan on which they could think or get suggestion from any quarter has been considered and debated. It became increasingly clear early in September that there was no way in which to meet the obligations of the Interchurch World Movement but to insist upon the payment of the underwritings by the various boards and agencies in accordance with the action taken by the General Committee at its meeting in New York in May. It is to the credit of the various boards and agencies that they accepted in good faith the inevitable and that they have in large measure paid the underwritings.

We understand that the Business Men's Committee will be able to report satisfactory adjustment of all the financial obligations. Incidentally you will permit the Reorganization Committee to express its highest appreciation of the earnest, faithful, sacrificial work done by this Business Men's Committee, and also keenest gratitude for the fine spirit of cooperation they have shown with the Reorganization Committee.

The members of the Reorganization Committee saw that it would be almost useless to put forward any plan of reorganization or any very definite report in advance of the settlement of the underwritings by the respective agencies. Intense feeling and severe criticism of the Movement was inevitable under the strain and embarrassment of the payment of these underwritings. At the first meeting, therefore, your Committee resolved to take plenty of time and to have the widest possible consultation with representatives of all the interests involved. Events have proved that the Committee was wise in its foresight at this point.

It seemed certain that in the face of all that had transpired and in view of the attitude of several of the large denominations to the Movement it would be impossible to continue the Interchurch Movement in its old form and probably under anything which bore the old name. The corporation could not in the nature of things be dissolved for a considerable time to come, but it was the judgment of your Committee that its debts should be paid, that it should liquidate, and that the

---

Movement as such should close its activities other than those of conservation of its resources at the earliest possible moment.

With this inevitable conclusion the question of conservation and of provision for carrying out the purpose and for conserving the ideals of the Movement became a question of prime importance with your Committee. A meeting was called in New York in early November. Members of the Committee gave the greater part of a week to the most careful consideration of the whole subject. A series of interviews was arranged with leading church-men and with the representatives of various organizations, such as the Committee of Reference and Counsel, the Home Missions Council, the Council of Church Boards of Education, the International Sunday School Association, the Women's Organizations, and the Federal Council of Churches. This series of conferences was most illuminating and in every way valuable.

It appeared that the great majority of the leaders interviewed looked toward some sort of conservation of the aims and ideals of the Interchurch World Movement through the Federal Council of Churches. There was an almost universal sentiment, however, that if this was to be accomplished there must be some change in the Federal Council. Some thought that it did not, at the present time, have sufficient staff or personnel to handle all that was needed; others thought changes in its constitution and by-laws would be necessary; and several other objections were put forward. This led to a series of conferences on the part of your Committee with a special committee of the Federal Council. That Committee was cordial and helpful to us in our search for some arrangement by which the true values of the Interchurch World Movement might be conserved. The final result of these conferences was a request from your Reorganization Committee as follows:

"It was moved that in bringing about the future conservation of the values of the Interchurch World Movement, we request the Federal Council to call a thoroughly representative conference of the following agencies in the month of December if possible, or in early January, to work out the best plan for bringing about the mutually most helpful working relationship and arrangements on their part. The agencies are:

The Federal Council of Churches of Christ in America
The Reorganization Committee of the Interchurch World Movement
The Home Missions Council
The Foreign Missions Conference

The Council of Women for Home Missions
The Federation of Women's Boards of Foreign Missions
The Sunday School Council of Evangelical Denominations
The Council of Church Boards of Education

the personnel program and all other arrangements of the conference to be determined by the chairman and general secretary (or other two officials) of each of the foregoing agencies in consultation."

On November 26th there was held in New York a preliminary conference of a few representatives of the various organizations, at which it was arranged that the suggested conference should be called, subject to approval by the Quadrennial Meeting of the Federal Council. An extended report as to the policies and activities of the Federal Council had already been prepared by a committee of the Federal Council known as the Committee on Methods of Cooperation. This most important report was presented to the Quadrennial Meeting of the Council the first week in December in Boston. After two hours of discussion in one of the most largely attended meetings of the Federal Council this report was approved with unanimity and enthusiasm. It was technically referred to the Business Committee for report in accordance with the practice of that body, and at a later session the business Committee of that body reported back the approval of the report with only two or three minor verbal changes in the recommendations. That report was unanimously adopted. A copy of this report of the Federal Council will be furnished each member of the general committee of the Interchurch. If possible it will accompany this report, if not it will be forwarded later when a new edition shall have been received from the printer.

Pursuant to this action:

A conference between representatives of the Federal Council of the Churches of Christ in America and other Interdenominational agencies was held at the Central Branch of the Young Women's Christian Association, December 13th, at 10 o'clock, to consider the question of the most mutually helpful relationships.

The following were present:

From the Federal Council: Dr. Robert E. Speer, Rev. Frank Mason North, Rev. F.H.Knubel, Rev. William I. Haven, Rev. J. Ross Stevenson, Rev. Albert G. Lawson, and Rev. Charles S. Macfarland.

From the Home Missions Council: Rev.Charles L. Thompson, Rev. Alfred Williams Anthony, Rev. John A. Marquis, Rev. Charles L. White, Rev. C.E.Burton, and William T. Demarest.

From the Foreign Missions Conference of North America: Rev. Paul deSchweinitz, Charles R. Watson, F.P.Turner, Rev. James H. Franklin, Cornelius H. Patton.

From the Council of Women for Home Missions: Mrs. Fred S. Bennett, Mrs. May Leonard Woodruff, Mrs. F.W.Wilcox, Mrs. Orrin R. Judd, Miss Florence E. Quinlan, and Mrs. John S. Allen.

From the Federation of Women's Boards for Foreign Missions: Mrs. William Boyd, Miss Vernon Holliday, Mrs. de W. Knox, Mrs. E.C.Cronk, Miss Margaret Hodge, and Mrs. H.F.Steele.

From the Sunday School Council of Evangelical Denominations: Rev. John T. Faris, Rev. George T. Webb, Rev. Sidney A. Weston Dr. W.E.Pearce, and Mr. Harry Wade Hicks.

From the Council of Church Boards of Education: Dr. A.W. Harris, Dr. Robert L. Kelly, Rev. F.E.Stockwell.

From the Reorganization Committee of the Interchurch World Movement: Bishop Thomas Nicholson, Mr. James M. Speers, Rev. William Horace Day, Rev. Joseph H. Apple, Rev. S.L.Morris, and W. B. Anderson.

By invitation: John M. Glenn, Rev. Howard B. Grose, Rev. William Adams Brown, Rev. Miles B. Fisher, Rev. Charles H. Sears, Rev. R. W. Roundy, Rev. J. Y. Aitchison, Professor F. L. Anderson, Rev. H.H. Meyer, Rev. S.M.Cavert, Rev. F.W.Bible.

After the devotional service, the meeting was called to order by Dr. Robert E. Speer, President of the Federal Council, who explained that the conference was brought together on the invitation of the Federal Council in accordance both with a request of the Reorganization Committee of the Interchurch World Movement and with an action taken at the recent Quadrennial Meeting of the Federal Council in Boston, and that the personnel and other arrangements of the conference had been determined by the chairmen and general secretaries of the several organizations in consultation.

Upon motion, Dr. Speer was elected Chairman of the conference and Mr. Cavert Secretary.

Bishop Nicholson, as Chairman of the sub-committee which had been appointed to prepare a statement as a basis for discussion at the conference, suggested the following questions as the points around which discussion might profitably center:

1. Is there need for any closer and more mutually supporting relationships between the agencies represented in this conference?

2. If so, what should be the plan of such relationships?

---

3. Are there any special problems relating to any of the interests here dealt with which need special attention at this conference?

Bishop Nicholson further suggested that whatever plan of mutual relationships is adopted should be tentative and plastic, should provide that the tasks of the churches be done by the existing agencies so far as possible and might well include the appointment of a joint committee representing the various agencies.

It was VOTED: That it is the sense of this conference that there is need for closer and more mutually supporting relationships between the agencies here represented.

The Chairman suggested three possibilities for the securing of this end:

(a) That no further steps be taken in the line of organization but that the present arrangement, which provides for the interchange of knowledge through representation of the interboard agencies on the Administrative Committee of the Federal Council, be maintained and allowed to develop naturally.

(b) That while maintaining the present relationship , those bodies which desire to do so might strengthen their relationship to the Federal Council.

(c) Either as alternative or additional to "a" and "b" a consultative committee might be established for purposes of regular conference between the Federal Council and the several interboard agencies as to their plans and relationships.

It was VOTED: That a Committee of seven be appointed, to which shall be added the Chairman of this conference as a member ex officio,to report for discussion at the afternoon session of the conference, some plan of mutual relationships.

After discussion as to the character of relationship which would be most desirable, the Chairman appointed as the committee to present the report at the afternoon session, the following: Dr. Anthony, Dr. Webb, Bishop Nicholson, Dr. Kelly, Mrs. Boyd, Dr. Watson, Dr. Grose, with the Chairman, ex officio.

Dr. Webb and Dr. Weston reported the action of a recent meeting of the Joint Committee on Reference and Counsel of the Sunday School Council of Evangelical Denominations and the International Sunday School Association, approving some working relationship with the Federal Council, but without

---

organic union and asking for the recognition of the new organization now being formed by the merger of the Sunday School Council and the International Sunday School Association as the agency for religious education inthe community. The question was also raised as to whether, for the purpose of this conference or other committees dealing with cooperative relationships the Sunday School Council and the International Sunday School Association should have separate representation.

Bishop Nicholson reported that if an arrangement were made for securing effective cooperation among the interboard agencies, the Reorganization Committee would no doubt recommend the discontinuance of the activities of the Interchurch World Movement as soon as possible. For the Business Men's Committee of the Interchurch World Movement, Mr. James M. Speers reported informally on the present situation.

AFTERNOON SESSION

The sub-committee, appointed at the morning session to report upon a plan of relationships between the Federal Council and the interboard agencies, submitted a report.

After discussion and verbal amendments, the Report was adopted as follows:

1. That it is the sense of this conference that the churches possess in the existing agencies sufficient organizations for the needs of their cooperative work at the present time, if these agencies are adequately developed and correlated.

2. That it is desirable that these agencies be encouraged and enabled to develop their activities so as to provide adequately for their expanding tasks and responsibilities and that they should be given for this purpose the fullest measure of freedom and confidence.

3. That they should at the same time maintain and cultivate the relations of consultation or affiliation through the Federal Council which have been established.

4. That they should appoint also a Committee of Consultation made up for the present of three representatives from each of the agencies represented in this conference (the Reorganization Committee of the Interchurch World Movement to be included during its existence) which should meet periodically to consider matters of common interest; and, further, that this Committee should meet as early as possible at the call of the Chairman of this Conference and should study the problems of cooperation

---

among these interdenominational agencies and report to a conference to be held before May 1st and to be composed of seven representatives to be appointed by each of the agencies represented in the present conference.

5. That with regard to the Interchurch World Movement, whose Committee on Reorganization has shared in this conference, it is the sense of the conference that the Interchurch World Movement might wisely adjust and conclude its activities and that when it is free to do so, it might well transfer the foreign mission survey material to the Foreign Missions Conference of North America; the home mission survey material to the Home Missions Council; and survey material, list of names, etc. properly falling to the Council of Women for Home Missions and the Federation of Women's Boards of Foreign Missions to those organizations; the American educational survey material to the Council of Church Boards of Education; the religious education survey material to the Sunday School Council of Evangelical Denominations and the International Sunday School Association jointly; and any other survey material to the Federal Council; that the maps, charts, photographs, etc., which are not essential part of the survey material should be transferred to the Missionary Education Movement, if continued in appropriate relation to the Mission boards and to the other interdenominational organizations and the Federal Council.

6. That the correlation of the forward movements and general promotive activities of the denominations might be provided for through some new and representative committee of the Federal Council.

7. That for the present the Sunday School Council and the International Sunday School Association together should be regarded as one unit in the conference and in the consultative committee, and that the representation from that Phase of work should be appointed proportionately by these organizations.

It was VOTED: That inasmuch as the Interchurch World Movement has notified the Missionary Education Movement that it will be unable to carry forward the work of the Missionary Education Movement after December 31st, we refer to the missionary boards and the interboard missionary agencies for their favorable consideration, the question as to what should be the future arrangements for the continuance of the Missionary Education Movement.

It was VOTED: That the Chairman of this Conference be authorized to give to the press a statement concerning the action taken.

It was VOTED: That the Chairman and the Recording Secretary of this Conference be requested to convey the action of the Conference to each of the agencies represented in it.

It is now officially reported that these resolutions have been approved by each of the participating agencies, the Foreign Missions Conference, however, having passed an explanatory resolution to make it clear that no action of the Consultative Committee should be regarded as binding on this Foreign Missions Conference unless ratified by it.

Following these conferences a brief meeting of the members of the Reorganization Committee and such members of the general committee of the Interchurch World Movement as were present was held. Three propositions were discussed as to the method of completing the report of the Reorganization Committee and getting it before the general committee:

(a) That the Reorganization Committee should meet, make formal report in brief form in accordance with the above facts, send it to each member of the General Committee with the request that each member consider it and report his vote by mail or if in his judgment it was better to call a meeting of the General Committee to consider and act concertedly upon the report that such member should signify his judgment and say whether he would plan to be present at the meeting when called, giving his preference as to dates;

(b) That the Reorganization Committee should meet soon, send copy of its report to the General Committee and call a meeting of the General Committee to consider the whole subject in advance of an adjourned meeting of the cooperating agencies which have been in consultation and which adjourned the meeting held on December 13th to meet again after the respective interboard agencies had acted upon their report;

(c) That the Reorganization Committee should call a meeting of that committee for an afternoon and evening, presumably in the latter part of February, that the General Committee should be called to meet in New York the following day, that formal report should be made by the Reorganization Committee to the General Committee at that time, that the docket should include a full report from the Business Men's Committee of all the financial affairs to date, this report now presented from the Reorganization Committee with a brief statement of their positive recommendations, and that the General Committee should be asked at that time finally to act upon that report.

The third of these alternative propositions was agreed upon, but an extended correspondence revealed the fact that it was impossible to secure a meeting in February or in March. After much difficulty we have called this meeting at the earliest date upon which it seemed possible to bring together a quorum of the members of the General Committee.

It is our understanding that each of the eight organizations concerned in the compilation of the recommendations just read has at the annual meeting of the respective bodies substantially agreed to accept the terms of the recommendation. The secretary of the Reorganization Committee will make more detailed report.

Your Committee respectfully submits this report with a brief docket which it presents for your approval as the order of business of this meeting.

As Chairman of the Committee it is proper to state to the General Committee that the members of the Reorganization Committee have shown unusual faithfulness to duty. They have travelled long distances to numerous meetings, have spent hours in these consultations, and the Chairman extends thanks to the members of the committee and begs leave to inform the members of the General Committee that each meeting has been attended by almost every member of the Reorganization Committee, and that with scarcely an exception they have remained substantially throughout the sessions. They have surely tried to serve the body faithfully. In addition the Committee has had the advice, inspiring presence, and counsel of a considerable group of outstanding leaders of the Church who have accepted invitation to sit with them for at least a part of the time as consulting members. They include Doctor John R. Mott, Dr. Robert E. Speer, Dr. Alfred Williams Anthony, Dr. J. Ross Stevenson, and several others to all of whom we return our sincerest thanks.

(Signed) Thomas Nicholson, Chairman

(Signed) W. B. Anderson, Secretary.

RECOMMENDATION OF REORGANIZATION COMMITTEE.

The Committee then took up the recommendations made by the Reorganization Committee and adopted them item by item until they

came to the sixth item. There was discussion on the phraseology of this item and it was referred back to the Committee to be rewritten. It was then brought before the Convention and adopted as rewritten. The Resolutions are as follows:-

1. Inasmuch as the churches possess at least seven organized agencies dealing with co-operative work, it is our judgment that these agencies should be so developed and correlated as to enable them to provide adequately for the expanding tasks and responsibilities contemplated in the Interchurch World Movement.

2. That they should at the same time maintain and cultivate relations of consultation or affiliation through the Federal Council which have heretofore been established.

3. That, inasmuch as the respective interdenominational bodies have approved the suggestions of the Conference held in New York on December 13th, we recommend to the Executive Committee of the Interchurch World Movement that they approve the creation of a committee of consultation which shall for the present be composed of three representatives from each of the agencies as follows:

The Foreign Missions Conference;
The Home Missions Council;
The Council of Women for Home Missions;
The Federation of Women's Boards of Foreign Missions;
The Sunday School Council of Evangelical Denominations;
The Council of Church Boards of Education;
The Federal Council of the Churches of Christ in America;
The Reorganization Committee of the Interchurch World Movement,

and that this general committee nominate to the Executive Committee of the Interchurch World Movement three representatives to serve on this consultative committee, and approve

---

the appointment of such number of representatives on that committee as may from time to time be rendered necessary, should any change be made in the number of representatives granted each of the cooperating agencies.

We approve the suggestion that this committee of consultation should meet as early as possible and should study the problems of cooperation among these interdenominational agencies and report at an early date to a conference to be composed of not less than seven representatives from each of the agencies cooperating.

We further earnestly advise that, as far as possible, there be a correlation of the various cooperating denominations, and we urge this committee of consultation to cooperate with this movement in every way possible to the furtherance of that end.

4. Regarding the recommendation of the New York Conference of December 13th, with reference to the distribution of the survey material owned by the Interchurch World Movement, we approve the recommendation in general, which provides that the executive committee of the Interchurch World Movement, or such sub-committee as may be agreed upon, shall be charged with the responsibility of conserving this material and of consigning such portions as may seem wise to the Foreign Missions Conference, the Home Missions Council, the Women's Organizations, the Council of Church Boards of Education, and the other organizations which they may approve and that we express to them the

---

judgment that every possible effort should be made to conserve the value of these surveys, to complete them and to keep them up to date. That they are among the most valuable assets of the Interchurch World Movement is made evident by the fact that they are being used in various parts of the country, often without authority, and that some bodies have signified a willingness to contribute for such survey work, though unwilling to contribute to certain other phases of the Interchurch activities. It seems to us, therefore, that the body having charge of the Interchurch World Movement affairs until such time as the corporation shall be dissolved, should use the utmost endeavor to conserve and make available, through whatever agencies possible, the said survey material.

5. Inasmuch as the Executive Committee, all of whom have been members of the General Committee, is technically the legal Board of Directors of the Interchurch World Movement, we advise the continuance of this committee as a legal entity charged with the full responsibility of the Movement until such time as it shall seem wise to dissolve the corporation.

6. We recommend that, in accordance with the tenor of our report, the Interchurch World Movement as such shall be legally terminated as soon as the assets can be collected and the obligations legal and moral, within and without, can be properly discharged.

(Signed) Thomas Nicholson, Chairman.
(Signed) W. B. Anderson, Secretary.

Bishop Nicholson moved the adoption of the recommendations as a whole. Motion carried.

LIQUIDATION

The Business Men's Committee which was appointed on June 18th, 1920* was continued by the General Committee at its meeting on July 8th and a sub-committee consisting of Mr. James M. Speers and Mr. Raymond B. Fosdick which had been selected by the Business Men's Committee was charged with the task of conserving the assets and paying the debts of the Movement. The sub-committee asked A. E. Cory, R. E. Diffendorfer and D. A. Poling to act as an Advisory Committee through the remainder of the month of July. This Advisory Committee was able to render valuable service because of the intimate relation and personel knowledge each member had of the Movement.

At the end of July 1920 the Business Men's Committee appointed Carl S. Van Winkle and A. W. Armour to have charge of the detail work of liquidation-and the following letter was sent out.

---

*See Chapter VI Page 94.

New York, July 27, 1920.

TO PERSONNEL OF THE MOVEMENT AND WHOMSOEVER IT MAY CONCERN:

Mr. A. W. Armour and Mr. C. S. Van Winkle have from this day forth been put in sole and absolute charge of all matters pertaining to the Movement, subject only to the Sub-Committee of the Business Men's Committee. All matters of every kind should be taken up with them. Where they need assistance, advice, or further authority they will see to the securing of such.

Mr. Armour is charged with all matters pertaining to finance, audit and accounting, including final responsibility for payment of existing obligations and further expenditures.

Mr. Van Winkle is charged with all matters pertaining to relationships with other movements and the conservation of the assets of the Movement represented by its former activities.

This memorandum is written for the information of all those concerned.

Very truly yours,

JAS. M. SPEERS, Chairman.

SUB-COMMITTEE, BUSINESS MEN'S COMMITTEE

The Sub-Committee set about in a very vigorous manner to collect campaign pledges, unapproved underwritings and obligations outstanding and to sell available property in order to reduce the outstanding liabilities.

The General Committee however had voted on July 8th, 1920 that the Movement should be continued and a Reorganization Committee had been appointed to plan for continuance of the Movement. Panding the report of the action of the Reorganization Committee certain activities of the Movement were continued and certain caution maintained in the reduction of property so that in case the Movement went forward it would not be necessary to go out into the open market to purchase equipment. This uncertainty slowed up the process of liquidation and owing to the falling market made it necessary to sell some of the equipment at a much lower figure than could have been realized during the first few months of liquidation.

A large part of the equipment used by the Interchurch World Movement had been taken over from the Methodist Centenary Movement. While an agreement had been reached as to price that was to be paid for this material when the Movement closed the bills had not been paid. The Business Men's Committee was able to reach a very satisfactory understanding with the Methodists whereby most of this material went back to its former owners. On April 8, 1921 the Business Men's Committee reported as follows with reference to this transaction:-

---

"The Business Men's Committee desire especially to call attention to the fact that the Methodist Centenary Movement has been very liberal in its dealing with the Interchurch World Movement. Much of the property of the Centenary was used for a considerable period of time without cost of the Interchurch World Movement and afterwards this property was sold to the Interchurch at a very reasonable figure. When it became necessary to curtail our activities, all of the property which the Interchurch had taken over from the Methodist Centenary and which was still available (except "World Outlook") was taken back by the Centenary Movement with small allowance for interest and depreciation. In addition the Centenary Movement purchased a considerable quantity of our materials. Properties belonging to the Wayfarer, Statistical, Graphics, Lantern Slide and Survey Departments, were involved in this transaction."

Aside from the current obligations which on July 8th, 1920, amounted to $231,220.95 one of the greatest difficulties which confronted the Business Men's Committee was the ten year lease which the Interchurch World Movement had acquired to the Greenhut Building at $536.000.00 a year. Subsequent to the acquisition of this lease the real estate market fell and it was a fundamental importance to dispose of the lease or to sublet the space. After protracted negotiations, which threatened on not a few occasions to lead to law suits, a settlement of the entire lease was made for $750,000.00. In gauging this figure it will have to be remembered that the owners of the building made alterations and repairs to an amount approximately $500,000 which would not have been demanded if they had leased the building, as they had opportunity of doing, to regular commercial concerns. As this $750,000.00 had to be paid in cash, the Business Men's Committee was forced to borrow $700,000.00 at a New York Bank.

"World Outlook," "Everyland", and "La Neuva Demociocia" were disposed of and the resolution with reference to the

---

same will be found in the Chapter on Periodicals*

The Survey material was made available for the use of the Churches and individuals was finally disposed of as per the recommendations of the Reorganization Committee,* and the resolutions with regard to this final distribution are to be found in full in the chapter on Conservation of material.

At the General Committee meeting April 8th, 1921 a motion was made and carried that the Reorganization Committee be discharged and that the General Committee extend to this Committee its appreciation of the services rendered. After the recommendations of the Reorganization Committee had been adopted the Sub-Committee of the Business Men's Committee presented the following resolution, which was voted:

> "The following resolution submitted to the Executive Committee is presented for your consideration:
>
> WHEREAS in view of substantial assets still to be collected and liabilities for which it is still responsible, the date of the final liquidation of the Interchurch World Movement cannot now be foreseen, and
>
> WHEREAS the task for which the Business Men's Committee of the Interchurch World Movement was appointed in June, 1920 has been substantially accomplished, i.e., the reduction of the expenses of the Interchurch World Movement to an amount necessary to provide machinery for taking care of the assets and liabilities above noted, and
>
> WHEREAS the remaining tasks before the Movement are now matters of routine for which a large business committee is not necessary, and
>
> WHEREAS the Executive Committee of the Movement is too widely scattered in point of membership to advise on these matters of business routine.
>
> BE IT RESOLVED that the present Business Men's Committee be discharged and that the final winding up of the legal affairs of the Interchurch World Movement be placed in the hands of a Committee of three consisting of James M. Speers, Raymond B. Fosdick and Trevor Arnett who shall be responsible to the Executive Committee. This Committee of three, shall have power to complete the liquidation of the Movement, to collect its assets, to discharge its liabilities and to take such legal steps as may be necessary to secure the final discharge and dissolution of the Interchurch World Movement."

---

*See Chapter IX Pages 4-35

C H A P T E R IX.

DISTRIBUTION OF SURVEY MATERIAL, PERIODICALS

CONSERVATION AND PUBLICATIONS

These official documents of the Interchurch World Movement have been gathered and grouped by subjects for convenience in reference. Care has been taken to avoid interpretation either in narrative or arrangement.

TABLE OF CONTENTS

	Page
Temporary Disposition of Survey Material	1
Periodicals	4
World Outlook	8
Everyland	10
La Nueva Democracia	12
Final Disposition of Survey Material	13
Foreign Survey Material	13
Home Survey Material	14
American Education Survey Material	16
Religious Education Survey Material	18
Conservation and Publications	20
Home Mission Survey	20
Town and Country	20
City	22
American Indian	26
New Americans	28
Industrial Relations	29
American Education	31
Religious Education	35
Foreign Survey	39
Missionary Education	41

C H A P T E R IX.

DISTRIBUTION OF SURVEY MATERIAL

PERIODICALS - - - CONSERVATION

and

PUBLICATIONS.

DISTRIBUTION OF PROPERTIES

The report of the Committee of Eleven, which was adopted by the General Committee on July 8th, 1920 contains the following:-

> "The Executive Committee is requested in the meantime to utilize the surveys, literature, and all such material of the Interchurch World Movement as can be operated through the boards and other agencies of the denominations without expense to the Interchurch World Movement as such."

Acting upon this, the Business Committee sought to lay out a policy regarding surveys which would cover the various activities of the Movement.

The following policy was adopted:

1. That, pending the reorganization of the Movement, all records and schedules be assembled in the Greenhut Building, as far as possible.

2. That notice be given the interested boards and agencies that these records will be open for inspection, study and copying of such material as may be desired by any cooperating agency or society with the distinct understanding that nothing is to be removed from the offices of the Movement. In order to safeguard the records, they should be assembled in one place, kept in cases in which they are now so carefully filed, and put in charge of the representatives of the Movement during the ad interim period.

3. That the privileges of continuing any part of the surveys to be granted to accredited individuals or agencies, both local and national, on condition that such additional work be done without expense to the Interchurch World Movement and with the understanding that the Survey material is the property of the Movement. It is further understood that none of the records and schedules be removed from the offices or any depository of the Movement and that the personnel of those con-

tinuing the surveys be mutually agreed upon between the agency concerned and the representatives of the Movement.

4. That copies of records and schedules accruing as the result of additional work on the surveys, as well as copies of manuscripts of reports, etc. shall be furnished to the Interchurch World Movement for their files.

The survey material gathered by the Interchurch World Movement was carefully filed and in order to make more certain its preservation and at the same time to facilitate its use, an index of all survey material belonging to the Interchurch has been made.

During the latter part of January the Sub-Committee, faced with the necessity of either securing space for storage of the survey material or distributing it among the denominational or inter-denominational boards, made temporary disposition of these records according to the following resolutions which were adopted on January 25th, 1921.

Disposition of Survey Material.

The following resolutions were passed:

WHEREAS the Interchurch World Movement is under the immediate necessity of moving its headquarters to 160 Fifth Avenue, and
WHEREAS this premises (160 Fifth Avenue) is now occupied by the survey material of the Interchurch, and
WHEREAS it will be necessary either to distribute this material at once among the inter-denominational agencies or to move it to a storehouse, and
WHEREAS the former alternative, although suggested by the conference of Inter-denominational Agencies, on December 13th, 1920, offers great practical difficulties and will defeat the end which the Interchurch World Movement has had in mind in regard to this material, to wit: the conservation of its unity.

BE IT RESOLVED that the offer of the Committee on Social and Religious Surveys to become custodian of this material be accepted with the understanding that the material shall at all times be accessible to the Denominational and inter-denominational Agencies desiring to consult the same. This condition, however, does not require the Committee to furnish office space to such agencies and this whole action is re-vocable by the Executive Committee of the Interchurch World Movement if in their judgment it seems best.

BE IT FURTHER RESOLVED that the Committee on Social and Religious Surveys be allowed the use of this material for carrying forward such surveys of its own as it may desire to undertake.

BE IT FURTHER RESOLVED that the ultimate title and custodianship of the survey material be referred to the Executive Committee of the Interchurch World Movement.

The Sub-Committee considered a letter of January 20th, 1921, from the Committee on Foreign Language Publications of the Home Mission Council, signed by Amy Blanche Greene, and it was

RESOLVED that the following survey material requested in this letter be made available to the Committee in question, together with the necessary filing equipment listed in Miss Green's letter. This request is granted with the understanding that the survey material be made available by the Committee on Foreign Language Publications to any duly authorized person or agency who wishes to see it and that the material be subject at all times to action by the Business Men's Committee or the Executive Committee of the Interchurch World Movement. The list of material and equipment follows:

The files of
Foreign language tracts, books and hymn books.
Sunday School material in foreign languages.
Copies of foreign language religious papers.
Questionnaire return showing denominational work.
for the respective foreign language groups. Carbon copies of the racial studies made for the New American Division.
Miscellaneous papers bearing on foreign language problems.

The Sub-Committee considered a letter from Dr. Kelly under date of January 21st with reference to certain survey materials held at the office of the Council of Church Boards in Chicago, and it was

RESOLVED that all such material gathered by the Interchurch World Movement now held by the Council of Church Boards and in their custody in the Chicago office, should for the present be left in their custody. This action is taken with the understanding that all such survey material shall be made available to any duly authorized person or agency who wish to see it and that the material be subject at all times to action of the Business Men's Committee or the Executive Committee of the Interchurch World Movement.

Numerous requests have been made to the Sub-Committee of the Business Men's Committee for use of material belonging to, and in some instances copyrighted by the Interchurch World Movement, on March 2, 1921, the Sub-Committee, in order to protect the Interchurch World Movement and at the same time to as far as possible make these materials available for use passed the following resolutions:

1st. BE IT RESOLVED that permission be granted to various individuals to reproduce charts and table appearing in the Interchurch World Survey and other publications, provided that in each case due credit be given to the Interchurch World Movement for material so reproduced.

(2nd. BE IT RESOLVED that the Interchurch World Movement in giving its permission to various societies and denominational organizations to have access to the various survey records gathered by the Interchurch World Movement and permitting them to use such records as a basis of further investigation and gathering of additional material, that this permission is with the understanding that in each and all cases where such work is done and additional records produced, that where these records are given out or published or in any way made available for use of denominational bodies or other organizations or individuals, due credit should be given to the Interchurch World Movement.)

PERIODICALS

(Executive Committee Meeting, Feb. 27, 1919)
347 Madison Avenue.

Dr. Taylor presented the following resolution concerning the Interchurch World Movement publications which was adopted:

RESOLVED: That the Interchurch World Movement should immediately take steps to create a missionary magazine which would embody the best features of MEN AND MISSIONS, MISSIONARY REVIEW of the WORLD, WORLD OUTLOOK, and any other similar publications, and be it further

RESOLVED: That a committee of three, consisting of F. P. Haggard, James M. Speers, A. E. Cory, be appointed with power to negotiate with the magazines named to make an arrangement, if possible, whereby the subscription lists of these magazines, together with their goodwill, might be taken over.

Preliminary report of Committee on Periodicals to the Executive Committee, March 20, 1919.

Your Committee, to whom was referred at the last meeting of the Executive Committee, the general question of periodicals, desire to make a preliminary report as follows:-

I. They recommend that steps be taken to create and develop the following periodicals:-

1. A general missionary magazine of high grade and well illustrated

2. A peridoical for juniors similar to "Everyland" now published by the Missionary Education Movement.

3. A magazine or paper for smaller children, which would lend itself to the use of illustrations similar to those found in the colored supplements of the Sunday papers.

4. That a news-bulletin be issued weekly at first, later daily if found desirable or necessary.

II. They recommend that the four periodicals mentioned in the foregoing be under the general direction of an editorial department, which department should be asked to formulate and present to the Executive Committee, a scheme of organization for these periodicals, proposals regarding personnel, and a budget for the maintenance of the department.

III. They recommend that the following offers, submitted in writing to the Committee, be accepted:-

1. By the Missionary Education Movement: "The Missionary Education Movement heartily concurs in the plan suggested by the Interchurch World Movement that it maintain three missionary magazines, for adults, young people and children. The Missionary Education Movement holds itself ready to relinquish EVERYLAND immediately if desired.

In the event the Interchurch World Movement wishes the Missionary Education Movement to continue to operate EVERYLAND, it will do so, following any policy which the Interchurch World Movement may direct. It is the judgment, however, of the Missionary Education Movement that the three magazines proposed should be published in close cooperation, probably under the same management.

The Missionary Education Movement will turn over EVERYLAND with no financial incumbrance, the details of financial adjustment to be settled later. On the day of the transfer the resignation of the editorial staff will go into effect. This indicates no lack of hearty sympathy with the new management but rather is an expression of it." (Signed Ernest F. Hall, March 8, 1919.)

2. By the Laymen's Missionary Movement: "We propose that the lists and good will of MEN and MISSIONS be turned over to the Interchurch World Movement without compensation on the understanding that the new magazine to be established by the Interchurch World Movement will fill out any unexpired subscriptions of MEN AND MISSIONS.

Owing to the uncertainty of the situation, we have not been pushing the subscription list very hard recently and have now ceased to send out renewal notices.

The number of subscriptions on our list is 6,300, but of these fully one-half will expire in the next two or three months." (Signed) W. B. Millar, March 7, 1919.

3. By the Joint Centenary Committee of the Methodist Episcopal Church:

"Replying to your inquiry concerning WORLD OUTLOOK, would say that I have taken the matter up with my Committee, and we would be ready to turn over to the Interchurch World Movement WORLD OUTLOOK, its subscription list, good will, large stock of cuts and other magazine material which has naturally accumulated, together with any of the editorial staff you might need, and who could be worked into the new plan which will be developed by the Interchurch World Movement, upon the following basis:

The Interchurch World Movement to pay the Joint Centenary Committee the sum of $1.00 for each subscription to the magazine. The subscription list now amounts to a little more than 34,000 I believe. It has seemed to us that in view of all that we have put into the magazine in the way of large expense in training our editorial staff, in sending them to the foreign fields of the world, and in view of the considerable sums of money which we have appropriated from time to time, that this would be the fairest and most equitable arrangement. If your committee desires to have general information as to the cost of this magazine as compared with its receipts, would say that under normal conditions we anticipated a deficit of about $20,000 a year until the magazine could be built up to a subscription basis of something like 150,000. We then anticipated that advertising values, etc., would increase to such an extent as that the magazine would be self-supporting and possibly revenue producing.

In actual experience our forecast has been substantially correct. The annual deficit has been about $20,000 a year until the last two years of war conditions, when we have kept the magazine up to its high standards in the matter of paper, cuts, and all the rest, and have not increased the price. Under these conditions the deficit has been more nearly $30,000 a year.

I have not had opportunity to sketch out in a careful way the probable subsidy of any new magazine that we would publish in behalf of the Interchurch World Movement, but in the light of our experience with WORLD OUTLOOK, I would make a rough guess that it will probably cost us from $60,000 to $100,000 a year to build up a great magazine to a point where it will become self-supporting." (Signed) S. Earl Taylor, March 18, 1919.

IV. One interview has been held with the editor of the MISSIONARY REVIEW OF THE WORLD. As a result of which the following communication has been received:

"I have not been unmindful of your request that some word be sent you before March 20 concerning the attitude of the MISSIONARY REVIEW OF THE WORLD towards your suggestion that we might hand over the REVIEW to the Interchurch World Movement. Our Board of Directors and Editorial Council have not been able to meet before our regular meeting, which is to be on March 20, but I have talked over the matter with a few of them, and want to let you know the result.

We have very deep sympathy with the ideal of unity and close cooperation in the missionary campaign, and we want to have the REVIEW serve the cause in the very best way possible. We have no selfish ends to gain, and want to place ourselves and all that we have at the disposal of the missionary cause. There are some reasons which make us doubt the advisability of transferring the REVIEW bodily to the Interchurch World Movement, and at the same time we feel that it would be a grave mistake, and opposed to the spirit of the time if two undenominational magazines should be published similar in aim and character as organs of the missionary cause.

As far as I have been able to discover the thought of our Board and Council, we feel that the best solution to the problem would be if some plan of close cooperation could be evolved, by which the "Review", without becoming ostensibly the organ of the Movement, could be affiliated with it, and lend all its forces to a still more effective advocacy of the cause. I believe that our Board would stand ready to back up such a proposition, and would be willing to spend a considerable amount of money in order that the "Review" might render this service satsifactorily, and reach a very much larger constituency.

I will be glad to consult with you and other members of your committee more fully and after our meeting on the 20th will be ready to state just what decision our Board has reached." (Signed) D. L. Pierson, March 14, 1919.

V. The Committee have not had opportunity to interview the publishers of the denominational publications. If continued, the Committee will plan to arrange for such interviews and will also continue negotiations with the publishers of the "Missionary Review of the World" under such instructions as the Executive Committee may wish to give.
(Signed) Fred P. Haggard, Jas. M. Speers, A. E. Cory,
FPH:EPM Committee on Periodicals.

TRANSFER OF WORLD OUTLOOK
TO
INTERCHURCH WORLD MOVEMENT

(Executive Committee, October 14, 1919.)

That the Centenary Conservation Committee will transfer its proprietary interests in World Outlook, including subscription list, equipment, stock, managerial, editorial, and clerical staff to the Interchurch World Movement, under date of October 1, 1919, and that the Interchurch World Movement will assume all obligations, financial and otherwise, for World Outlook from date of transfer, and shall pay the Centenary Conservation Committee at the rate of one dollar per subscriber at time of transfer, and will pay for stock and equipment at price to be agreed upon when inventory of the same is made (transfer of subscriptions as fo November 1st, transfer of mailing department pending.)

Mr. Millar reported regarding the transfer from the Metgodist Centenary to the Interchurch Movement of the World Outlook, Map and Chart, Statistics and Lantern Slide Departments.

Voted to adopt the report, with the understanding that the transfer is of October 1st, and the basis of the number of subscriptions to World Outlook as of November 1st. Also reported that the transfer of the mailing list of the Centenary is still pending.

DISPOSITION OF WORLD OUTLOOK

Memorandum of Agreement between the Interchurch World Movement, parties of the first part, and Anne S. Watkins and John H. Watkins, parties of the second part, entered into on August 6, 1920

The Interchurch World Movement, parties of the first part, agree to transfer to Anne S. Watkins and John H. Watkins, parties of the second part, the World Outlook, its name and subscription list and good will, stencils, stencil trays and racks, back copies of World Outlook, records, and such properties as manuscripts which are now the sole property of the Interchurch World Movement, illustrations and cuts, etc., which have no marketable value, and unexpired advertising contracts, in consideration for which the parties of the second part agree to continue the World Outlook under its present name, preserving

---

it in as nearly its present form as possible, consistent with good business practice, and assuming all obligations of the Interchurch World Movement, parties of the first part, for fulfilling unexpired subscriptions and its unexpired advertising contracts, and at the option of the parties of the second part they may assume the obligations of the Interchurch World Movement for manuscripts secured by the Interchurch World Movement which are not paid for in full.

The Interchurch World Movement, parties of the first part, agrees to assume all obligations incurred prioe to July 31st except the obligations mentioned above, namely: obligations for fulfilling unexpired subscriptions and unexpired advertising contracts.

The Interchurch World Movement, parties of the first part, further agrees that all subscription money received for subscriptions not yet entered and all remittance on subscription accounts received since July 31st shall be turned over to the parties of the second part. All other bills receivable by the Interchurch World Movement prior to July 31st and covering August issue of the World Outlook shall remain property of the Interchurch World Movement,

The Interchurch World Movement, parties of the first part, further agrees to sell to the parties of the second part all the paper which was purchased by the Interchurch World Movement for World Outlook and which the parties of the first part now have on hand at the price at which it was purchased. The parties of the second part agree that payment for the paper they decide to take shall be made within sixty days after date of purchase and such date of purchase will be the date when they make firm contract to take all or part of the paper.

The Interchurch World Movement, parties of the first part, further agrees that it will sell to the parties of the second part such

---

furniture and furnishings as will be necessary for the continuance of the future World Outlook organization at such a price as may be hereafter agreed upon between the parties of the first part and the parties of the second part.

It is further agreed that the Interchurch World Movement, parties of the first part, will permit the World Outlook organization, when it is taken over by the parties of the second part, to remain in its present quarters throughout the months of August and September without charge, subject to the general condition that in case the entire building is subject by the Interchurch World Movement will not be held responsible for any expense incurred in mocing the World Outlook.

When this agreement is properly signed, the Interchurch World Movement, parties of the first part, will give a bill of sale to parties of the second part.

(Signed)_____
Parties of the first part.

(Signed)_____
Parties of the second part.

NOTE:- On or about October 1st, 1920, Anne S. Watkins and John H. Watkins transferred the World Outlook to the Christian Herald.

EVERYLAND

When the work of the Missionary Education Movement was taken over by Interchurch World Movement on May 8, 1919, the publication of EVERYLAND was assigned to Periodical Department.

The publication of EVERYLAND was discontinued in June 1920 due to lack of funds.

FINAL DISPOSITION OF EVERYLAND

(Resolution of Business Men's Committee October 13-1921.)

EVERYLAND

Communication was received from Mrs. Henry W. Peabody setting forth the action of the Central Committee on the United Study of Foreign Missions offering to take over and resume publication of Everyland. In answer to this communication the following resolution was passed:

WHEREAS there has been designated by the members of the Womens Hundred Dollar League the sum of $7,600.66 to be used for the purpose of continuing Everyland.

WHEREAS the Sub-Committee of the Business Men's Committee voted on January 17th to pay to the Executive Committee of the Council of Women for Home Missions and the Federation of Womens Boards of Foreign Missions the sum of $2500.00 provided they would assume all the subscriptions and other obligations of the Interchurch World Movement of North America in Everyland.

WHEREAS these two organizations failed to exercise their option under this offer and took action looking to the transfer of such options to the Central Committee on the United Study of Foreign Missions.

WHEREAS the Central Committee on the United Study of Foreign Missions voted on September 29th to take over and assume with the Christmas number the publication of Everyland and have notified the Business Men's Committee of this action.

WHEREAS the Central Committee on the United Study of Foreign Missions has authorized its Chairman to enter a contract with the Interchurch World Movement of North America to take over the physical assets of Everyland and to direct the turning over to Mrs. Frank Gaylord Cooke, present Treasurer of the Federation of Womens Boards of Foreign Missions, the fund held in trust, namely, $7600.66 together with the sum of $2500 above mentioned,

WHEREAS in consideration of turning over the said sum of money, together with the physical assets of the magazine "Everyland" the Central Committee on the United Study of Foreign Missions promises to fulfill all subscriptions and other obligations of the Interchurch World Movement of North America in Everyland.

BE IT RESOLVED: That the Business Men's Committee accept this offer and direct that immediate steps be taken to arrange for the transfer of the physical assets of Everyland to the Central Committee on the United Study of Foreign Missions and to pay the sum of $10,100.66 to Mrs. Frank Gaylord Cooke as directed by said Central Committee on the United Study of Foreign Missions.

LA NEUVA DEMOCRACIA

La Neuva Democracia a publication started by Interchurch World Movement was taken over and is being continued by the Committee on Latin America.

FINAL DISPOSITION OF FOREIGN SURVEY MATERIAL

MINUTES OF BUSINESS MEN'S COMMITTEE
MEETING
Wednesday - July 13, 1921.

Mr. James M. Speers presented the following request from the Committee of Reference and Counsel:

"To the Business Committee of the Interchurch World Movement.

Dear Sirs:-

I am writing in behalf of the Committee of Reference and Counsel and upon the authority of its Committee on Emergencies, to submit to you a proposal whose object is to define more clearly the relationship of the Committee of Reference and Counsel to the Survey material left by the Interchurch World Movement.

The Committee of Reference and Counsel has recently received a communication from the Executive Secretary of thr Committee on Social and Religious Surveys, requesting the Committee of Reference and Ciuncil to indicate its wishes with reference to the further use of the Survey material relating to foreign missions. The Committee of Reference and Counsel is unable to outline a satisfactory plan of procedure while its own relation to the Survey material remains indeterminate. It is proposed, therefore, that in line with the recommendation of the Conference of Interdenominational Agencies held---December 13, 1920, and the prcactical endorsement of its conclusions by the Reorganization Committee as submitted in its report to the General Committee of the Interchurch World Movement on April 8, and approved by that Committee, that the Business Committee of the Interchurch World Movement consign to the Committee of Reference and Counsel such portions of the Survey material as relate to foreign missions, both for preservation and for carrying forward any of these Surveys which it may be desired to complete, thus placing the responsibility for the material with the Committee of Reference and Counsel to preserve or complete this material, either itself or by delegation to others, or in affiliation with them, as may seem advisable to the Committee of Reference and Counsel.

Trusting it may be possible for the Business Committee of the Interchurch World Movement to grant this request.

Very sincerely yours,

(Signed) F. P. Turner
Secretary.

The action of the Committee with reference to this request was as follows:-
"RESOLVED that the Business Men's Committee in response to a reauest from

the Committee of Reference and Counsel of the Foreign Missions Conference of North America hereby consigns to the said Committee of Reference and Counsel such portions of the Survey material as relates to foreign missions both for the preservation for carrying forward any of these Surveys as it may be desirable to complete. The purpose of this resolution is to place the responsibility for the foreign Survey material with the Committee of Reference and Counsel to preserve and complete, either itself or by delegation to others or in affiliation with them, as it may seem advisable to the Committee of Reference and Counsel."

DISPOSITION HOME SURVEY MATERIAL

'Business Men's Committee - March 9, 1922)

WHEREAS, the Business Men's Committee in carrying out the instructions contained in the recommendation of the Reorganization Committee adopted by the General Committee and the Executive Committee of the Interchurch World Movement, on April 8th, 1921 (See Report to the Churches April 1921,)* on February 3, 1921, sent a letter to the Home Missions Council stating that in the judgment of the Committee the time had come for the final transfer of all the survey material in accordance with the above mentioned recommendations and asking that the Home Missions Council make request in writing for the transfer of all rights and titles to the Home Missions Survey material from the Interchurch World Movement to the Home Missions Council and,-

WHEREAS, on February 20th a communication was received from Alfred W. Anthony, Executive Secretary of the Home Missions Council stating that the Administrative Committee of the Home Missions Council had taken favorable action with reference to the transfer of the material and enclosed a written request to the Business Men's Committee that all rights and titles in the home mission survey material be transferred to the Home Missions Council and, -

---

*See Chapter VIII. Page 30.

WHEREAS, Dr. Anthony further wrote,

"It may be stated that it is the purpose of our Joint Administrative Committee to keep this material so long as it may be desired for use in the hands of the Committee on Social and Religious Surveys and to make it of avail to other organizations which may wish to use it. In other words it is not proposed that the change of title to this shall in any way limit its usefulness but shall rather, so far as possible, promote its use." and -

WHEREAS, the Business Men's Committee has been thus given to understand that the Home Missions Council in keeping with the spirit of the recommendation of the Reorganization Committee mentioned above, which recommendation after calling attention to the value of the Interchurch World Movement survey material continues as follows;

> "It seems to us, therefore, that the body having charge of the Interchurch World Movement affairs until such time as the corporation shall be dissolved should use the utmost endeavor to conserve and make available through whatever agency possible the said survey material."

that the Home Missions Council will preserve and store or arrange for storage all Home Survey material which in the judgement of the Council is thought to be valuable, in such a way as to make it available to the denominational and interdenominational boards, Committee on Social and Religious Survey or any other agency that may wish to complete or make available the material in question, to the churches.

THEREFORE BE IT RESOLVED, that in accordance with the recommendation of the Reorganization Committee, approved by both the General Committee and Executive Committee of the Interchurch World Movement, that the rights and

---

titles of the Interchurch World Movement in all survey material relating to Home Missions be transferred to the Home Missions Council both for the preservation and for carrying forward any of this survey this Board may desire to complete. The purpose of this resolution is to place the responsibility for the Home Survey material with the Home Missions Council to preserve and complete, either itself or by delegation to others in affiliation with them, as it may seem advisable to the Home Missions Council.

FINAL DISPOSITION AMERICAN EDUCATION SURVEY MATERIAL
(Business Men's Committee, March 9, 1922)

WHEREAS, the Business Men's Committee in carrying out the instructions contained in the recommendation of the Reorganization Committee adopted by the General Committee and the Executive Committee of the Interchurch World Movement, on April 8, 1921, (See Report to the Churches, April 1921)* on February 3rd, 1922 sent a letter to the Council of Church Boards of Education stating that in the judgment of the Committee the time had come for the final transfer of all the survey material in accordance with the above mentioned recommendations and asking that the Council of Church Boards of Education make request in writing for the transfer of all rifhts and titles to the American Education Survey material from the Interchurch World Movement to the Council of Church Boards of Education, and

WHEREAS, on March 3rd, 1922 a communication was received from Robert L. Kelly, Executive Secretary of the Council of Church Boards of Education, stating that it was the desire of his Board that all rights and titles in the American Education Survey material be transferred to the Council of

---

*See Chapter VIII. Page 30.

Church Boards of Education, and

WHEREAS, the Business Men's Committee has been given to understand that the Council of Church Boards of Education in keeping with the spirit of the recommendation of the Reorganization Committee mentioned above, which recommendation after calling attention to the value of the Interchurch World Movement survey material continues as follows:

> "It seems to us, therefore, that the body having charge of the Interchurch World Movement affairs until such time as the corporation shall be dissolved should use the utmost endeavor to conserve and make available through whatever agency possible the said survey material."

that the Council of Church Boards of Education will preserve and store or arrange for storage, all American Education Survey material, which in the judgment of the council, is thought to be valuable, in such a way as to make available to the denominational and interdenominational baords, Committee on Social and Religious Survey or any other agency that may wish to complete or make available the material in question, to the churches.

THEREFORE BE IT RESOLVED, that in accordance with the recommendation of the Reorganization Committee, approved by both the General Committee and Executive Committee of the Interchurch World Movement, that the rights and titles of the Interchurch World Movement in all American Education Survey material be transferred to the Council of Church Boards of Education both for the preservation and for carrying forward any of this survey this Council may desire to complete. The purpose of the resolution is to place the responsibility for the American Education material with the Council of Church Boards of Education to preserve and complete, either itself or by delegation to others in affiliation with them, as it may see advisable to the Council of Church Boards of Education.

RELIGIOUS EDUCATION SURVEY MATERIAL

(Business Men's Committee March 9-1922.)

WHEREAS, The Business Men's Committee in carrying out the instructions contained in the recommendation of the Reorganization Committee adopted by the General Committee and the Executive Committee of the Interchurch World Movement, on April 8th, 1921 (See Report to the Churches, April 1921)*, on February 3, 1922 sent a letter to the Sunday School Council of Evangelical Denominations and the International Sunday School Association stating that in the judgment of the Committee the time had come for the final transfer of all the survey material in accordance with the above mentioned recommendations and asking that the Sunday School Council of Evangelical Denominations and the International Sunday School Association make request in writing for the transfer of all rights and titles to the Religious Education Survey material from the Interchurch World Movement to the Sunday School Council of Evangelical Denominations and the International Sunday School Association, and,

WHEREAS, under date of March 6th a communication was received from Walter S. Athearn, stating that the Sunday School Boards in question had been fused into one organization to be known as the International Sunday School Council of Religious Education and that this new organization had taken action requesting that all rights and titles in the material relating to the religious education be transferred to this Committee, and

WHEREAS, the Business Men's Committee has been given to understand that the International Sunday School Council of Religious Education in keeping with the spirit of the recommendation of the Reorganization Committee mentioned above, which recommendation after calling attention to the value

---

* See Chapter VIII. Page 30.

of the Interchurch World Movement survey material continues as follows:

> "It seems to us, therefore, that the body having charge of the Interchurch World Movement affairs until such time as the corporation shall be dissolved should use the utmost endeavor to conserve and make available through whatever agency possible the said survey material."

that the International Sunday School Council of Religious Education will reserve and store or arrange for storage, all religious education material which in the judgment of the Council is thought to be valuable, in such a way as to make it available to the denominational and interdenominational boards, Committee on Social and Religious Survey or any other agency that may wish to complete or make available the material in question, to the churches.

THEREFORE BE IT RESOLVED, that in accordance with the recommendation of the Reorganization Committee, approved by both the General Committee and Executive Committee of the Interchurch World Movement, that the rights and titles of the Interchurch World Movement in all survey material relating to religious education be transferred to the International Sunday School Council of Religious Education both for the preservation and for carrying any of this survey this Council may desire to complete. The purpose of this resolution is to place the responsibility for the religious education material with the International Sunday School Council of Religious Education to preserve and complete, either itself or by delegation to others in affiliation with them, as it may seem advisable to the International Sunday School Council of Religious Education.

CONSERVATION AND PUBLICATIONS

Home Mission Survey Department.

The Home Mission Council made an appropriation of $10,000 soon after the active work of the Interchurch World Movement was discontinued for the purpose of carrying on the work of Home Mission Survey.

Dr. Brunner who was formerly in charge of the Rural Survey work directed this work for Home Mission Council. Miss Higley was retained by the Council to look after the city and Metropolitan survey material.

Early in July there was placed in the hands of Dr. Sears by the Interchurch World Movement $2,425.00 for the completion of some definite work which was under way among New American groups.

The Methodist Home Mission Board has, under direction of Miss Amy Green, made use of Interchurch World Movement surveys of New American groups, and has made some valuable additions to the material already on hand.

The following reports are submitted:

1- TOWN AND COUNTRY DIVISION: A very small nucleus of the staff of this Division was held together until the first of the year by the Home Missions Council and the Comission on the Church and Country Life of the Federal Council of Churches. At that time it was taken over by the Committee on Social and Religious Surveys.

This staff is tabulating the most important data growing out of the more than six hundred completed counties which the Town and Country Division studied. It is also carrying on an intensive survey of twenty-five counties typical of various agricultural areas in America.

The data gathered by this Division is considerable and has aroused much interest on the part of welfare and governmental agencies - state and national. The publications of the Committee on Social and Religious Surveys will conserve the major values of this material. The three church and community surveys which have been published, (Salem County, New Jersey; sedgwick County, Kansas; Pend Orielle, Washington) are illustrative of the method used as applied to three very different

---

local situations. The remaining columes are regional studies based upon the results of the intensive surveys of twenty-six counties but including also the facts tabulated for the total number of counties in each region on which information exists.

TOWN AND COUNTRY DEPARTMENT

Published by the Interchurch World Movement

Manual of Household Survey in Town and Country 1920

Susquehanna County Survey F.E. Chlerton 1920

Based on Material gathered by the Interchurch World Movement but published by others

Four Country Churches of Distribution
Pub. By Educational Dept. Bd. of Home Missions of the Presbyterian Church in U.S.A., New York

Survey Report of Churches and Communities of all counties in Ohio
Pub. by Ohio Federation of Churches, Columbus, O. 1921

Based partly on material gathered by the Interchurch World Movement but published by the Committee on Social and Religious Surveys

Church and Community Survey of Pend Oriell Co., Washington
Printed by George H. Doran Co., New York, 1922.

Church and Community Survey of Salem Co., New Jersey
Printed by George H. Doran Co., New York 1922

Church and Community Survey of Sedgwick Co., Kansas by Benson Y. Landis
Printed by George H. Doran Co., New York 1922

Irrigation and Religion, Ed. DeS. and Mary V. Brunner
Printed by George H. Doran Co., New York 1922

New and Old Immigrant on the Land (The) C. L. Fry
Printed by George H. Doran Co., New York 1922

Columbia County Pennsylvania, Church and Community Survey (Preliminary) Marjorie Patten 1922

Orange County California, Church and Community Survey (Preliminary) Ed. de S. Brunner 1922

Salem County New Jersey, Survey Report of Churches and Communities (Preliminary) 1922

Sedgwick County Kansas Abridged Preliminary Survey Report of Churches and Communities. 1922
Published by the Joint Committee on Utilizing Surveys

Stanislaus County California, Church and Community Survey (Preliminary) Ed. de S. Brunner 1922

Based partly on material gathered by the Interchurch World Movement to be published by the Committees on Social and Religious Surveys

Church of the Changing Frontier (The)
(To be ready about June 30)

Country Church in Colonial Counties (The)
(To be ready about June 24)

Country Church in Indusrial Zones (The)
(To be ready about July 31)

Religion in the Old and New South
(To be ready about August 20)

Rural Church before and after the War. Comparative Studies of Two Surveys (The)
(To be ready about Sept. 25)

Rural Religious Tendencies in the Middle West
(To be ready about June 30)

Town and Country Church in the United States (The)
(To be ready about November 30)

CITY SURVEY DEPARTMENT: - 1922.

Report on the status of City Survey including a summary of all property on the field and in the headquarters office, together with inddx of files, records and

results, - 65 pages.

Receipt of material from the field, classifying and filing same.

Following up of material which was to be filed in the headquarters office.

Service to various individuals and organization in various parts of the United States in the form of information concerning survey results, furnishing supplies and instructions for the organization of surveys.

Appraisal of the material on file for the purpose of immediate use and publication.

Reports to the Home Mission Council and various denominational boards in regard to the value of material.

Complete index of all survey material in the City, and Metropolitan Divisions, field and headquarters office, including maps, supplies, files, records and results.

Reports to the Committee on Cities for the annual meeting of the Home Mission Council on progress and results of City Survey. (Signed statement furnished by Miss Higley.)

(To) Miss Cummings

(date) June 12th, 1922.

(From) Miss Higley

The Social and Religious Survey of the city of St. Louis as organized by the Interchurch World Movement, City Survey Department and carried on unded its auspices and those of the Church Federation of St. Louis from September, 1919, to July, 1920, has been completed by the City Survey Department of the Committee on Social and Religious Surveys in cooperation with the church Federation and manuscript been prepared for the publisher.

The Interchurch World Movement survey nad divided St. Louis and its suburbs into twenty districts. In sixteen of these districts surveys of households, blocks and local churches had been more or less completed, 1577 blocks having been finished in the survey and cards secured for all hiuseholds, and household cards secured in other blocks and districts to the total number of 67,776.

The local church survey was completed for two entire denominations, with individual churches from other denominations, to a total of 114 schedules.

Denominational statistics for a period of twenty-one years have been transcribed from the year books of the eight major denominations.

A study of the sectarian philanthropic activities had been partially completed.

The City Survey Department of the Committee on Social and Religious Surveys organized a local advisory committee equally composed of representatives of churches, denominations, religious organizations and social and civic agencies and resumed survey activities in St. Louis, March 1st.

The following agencies were represented on the Advisory Committee: The Church Federation of St. Louis, Missouri Congregational Conference, Methodist Episcopal Church, Baptist City Missions, Methodist Episcopal Church South, Missouri Episcopal Church, Disciples of Christ, Presbyterian church, U.S.A., Presbyterian Church U.S., Evangelical Church, Episcopal Church, Board of Religious Organizations, Baptist Church, Christian Church, Municipal Nurses, City Plan Commission, Chamber of Commerce, Community Council, Department of Juvenile Delinquency, Young Men's and Young Women's Christian Associations, Red Cross, Provident Association, Central Council of Social Agencies, Community Training School for Church and Social Workers, America at Work, Evangelical Herald.

A secretary was placed in charge of the survey office who had been in touch with the local survey from its beginning. A field supervisor was added March 15th, and a statistician, together with a force of statistical workerd, April 8th. A full-time field director commenced work July 15th.

The Executive Committee, elected by the local Advisory Committee, was composed of the following members: Dr. Arthur H. Armstrong, Chairman, Miss Merle Higley, Dr. H. Paul Douglass, Reverend George Wales King, Dr. George B. Mangold.

The survey staff consisted of:

Miss Merle Higley, Associate Director
Dr. H. Paul Douglas, Field Director
Dr. Louis Bloch, Statistician
Miss Charlotte Schilling, Secretary
Rev. A. C. Ernst, Field Investigator
Rev. Eugene Lawrence, Field Investigator (negro)

One hundred and twenty-five statistical tables were prepared from the tabulation of 70,426 household cards; fifty-five from material gathered from the denominational year books covering a period of twenty-one years, for eight denominations; seven from material collected from 114 local churches; and nineteen from the social data.

Interpretations of these tables by intensive study in relation to their districts and neighborhoods made by the field director in the period from July 15th to September 1st, were presented to the Local Advisory Committee September 14th, at which time it was voted to complete as rapidly as possible the preliminary findings of the material thus being tabulated and interpreted; and to a group of national denominational executives, religious, social and civic workers, together with their local representatives, on October 14th.

A weekly neww letter was prepared by the field director for the church Federation Bulletin from September 10th to December 3rd, inclusive, giving the vital material of the survey from the local viewpoint. The presentation of this material from the standpoint of the local minister was made by the field director and Doctor W. P. Shriver at the annual meeting of the Ministers' Alliance on October 24th.

The social and religious ranking of the districts of St. Louis as made on the basis of the survey material and findings was presented in pageant form by the students of the Community Training School at the annual meeting of the Church Federation early in December.

The field director completed field work November 15th, coming to New York, where four months were spent in the first writing of the chapters of the final survey volume, since which time it has been edited, revised and is now in the process of preparation for the publisher.

The final survey volume will be published the early part of September 1922 by George H. Doran. It will consist of five hundred pages, ten or twelve chapters with statistical tables, illustrative material such as graphs, charts and pictures.

MH:RH

****

CITY DEPARTMENT

Published by the Interchurch World Movement.

Mexicans in Los Angeles G. Bromley Oxnam 1920

Rankin, Pa. An Interchurch Survey

Pub. I. C. W. M. and Pittsburgh Council of Churches 1920

Based partly on material gathered by the Interchurch World Movement but to be published by the Committee on Social and Religious Surveys.

St. Louis Survey (The)

(Date of publication indefinite)

(To) Miss Cummings (Date) June 24, 1922.

(From) Mr. Lindquist

(Subject) Report of American Indian Department.

In answer to your request for statement regarding the Indian Survey work which has been completed since July 1920, I have the following to report:

Three definite lines od work have been under way since July 1920. First the completion of field work which has gone forward with the assistance of 15 workers in the field, including missionaries, Government officials, and representatives of philanthropic agencies, such as the Indian Rights Association. 90% of the data has been gathered by actual visitation. 558 church schedules have been filled out and special studies made dealing with reservation life covering 147 different reservations and communities where live over 100 different tribes in 26 states of the Union. Special emphasis has been given to Indian education covering 300 Government and missions schools. In the second place, there has been carried on a program with the definite purpose od translating the information this received into action. 10 conferences have been held in various parts of the Indian country during 1921 and 1922 beginning in New York State where was also held the Conference on Unoccupied Fields, and closing with the one at Sioux Falls, S.D. in April 1922. These conferences were fruitful in bringing together missionaries, Government officials, field secretaries, native pastors, as well as representative laymen, to consider the needs of hitherto unreached areas and tribes. The distinctive features growing out of this program of promotion may be summarized as follows:

> An adequate program of religious education in Government and mission schools; more effective church organization involving an emphasis on self support and a strengthening of strategic centers. Third, a program of applied social Christianity in Indian communities, finding expression in the best type of community work and incorporating an up-to-date rural church program in carefully selected fields. A united effort on the part of the Christian agencies is securing social recognition for the Indian and eliminating such social evils as peyote by the substitution of a wholesome social and recreational life. This involves also frankly facing the problems now confronting the Indian young people and the readjustment necessary in order to reach and save them for the church. Finally the discovery and training of a native Christian leadership based on the statement that every race in the end must be lifted up by its own educated leadership.

The third step marks the completion of the survey and its publications. The full text of 350-400 pages well illustrated with

---

pictures and maps will be published some time this summer. The contents will be divided into two parts, the first of a more general nature dealing with the early history; relation to the Government; the old Indian religion; the Indian's temptations; Indian and Christian missions; Indian Leadership. The second contains the actual survey data, the contents presenting a regional arrangement of material.

Two pamphlets have already been published as a result of this survey, one on "Opportunities for Work among the American Indians," and "Guides along New Indian Trails." The chief cooperative agency has been the Joint Committee on Indian Missions of the Home Missions Council and the Council of Women for Home Missions. Other helpful agencies have been the Young Men's and the Young Women's Christian Association and the Indian Rights Association.

****

AMERICAN INDIAN DEPARTMENT

Publication based partly on material gathered by the Interchurch World Movement to be published by the Committee on Social and Religious Surveys.

The American Indian. A Social and Religious Survey.

(To be ready about September 15, 1922.)

NEW AMERICANS DIVISION

The work of the New Americans Division of the Home Mission Survey is being carried forward by the Home Missions Council, the Council of Women for Home Missions and the Sunday School Council of Evangelical Denominations. The surveys of religious educational materials and of general religious literature (books, tracts and periodicals) have been completed and the gist of the first and much of the second have been published by the Sunday School Council in the Handbook of Religious Publications in Foreign Languages.

The copy and card files of tracts, books and periodicals made for the New Americans Division are being kept up to date by the Bureau of Information on Foreign Language Publications operating under a Joint Committee of the above mentioned bodies.

The results of the questionnaire on the work done by the evangelical denominations of the United States and Canada have been compiled with additional data and published in the Handbook of Religious Publications in Foreign Languages, published in July, 1921.

Five of the RACIAL STUDIES have been published for the Home Missions Council and the Council of Women for Home Missions by George H. Doran Company, viz., THE OZECHO-SLOVAKS IN AMERICA, THE POLES IN AMERICA, THE RUSSIANS AND RUTHENIANS IN AMERICA, THE ITALIANS IN AMERICA, and THE GREEKS IN AMERICA, under a financial guarantee and underwriting by the various denominational Home Mission Boards. THE MAGYARS IN AMERICA is being financed by the Reformed Church in United States and will be made available to all other denominations. Plans are under discussion looking to the publication of THE SYRIANS IN AMERICA.

Respectfully submitted,

(Signed) Amy Blanche Greene.

****

NEW AMERICANS DEPARTMENT

Publications based on material gathered by the Interchurch World Movement but published by others:

Handbook of Religious Publications in Foreign Languages in the United States and Canada. 1921

Pub. The Standing Advisory Committee on Foreign Language Publications of the Sunday School Council of Evangelical Denominations.

Poles in America (The) Paul Fox 1922

Pub. (Through Home Missions Council and Council of Women for Home Missions)
George H. Doran Co.

Russians and Ruthenians in America (The) Jerome Davis 1922

Pub. (Through the Home Missions Council and Council of Women for Home Missions)
George H. Doran Co.

The Czecho-Slovaks in America 1922

Pub. (Through the Home Missions Council and Council of Women for Home Missions)
George H. Doran Co.

The Italians in America 1922

Pub. (Through Home Missions Council and Council of Women for Home Missions)
George H. Doran Co.

The Greeks in America 1922

Pub. (Through the Home Missions Council and Council of Women for Home Missions)
George H. Doran Co.

****

SPANISH-SPEAKING PEOPLES

Publications based on material gathered by the Interchurch World Movement but published by others:

Study of Mexicans and Spanish Americans in the United States (A) Jay S.Stowell 1920

Pub. Home Missions Council and Council of Women for Home Missions.

Near Side of the Mexican Question (the) Jay S. Stowell 1921

Pub. George H. Doran Co.

****

INDUSTRIAL RELATIONS DEPARTMENT

Published by the Interchurch World Movement

Report of the Steel Strike of 1919
Printed by Harcourt, Brace & Howe 1920
New York.

Based on material gathered by the Interchurch World Movement but published by others:

Deportation Cases of 1919-1920 (The) C. M. Panunzio 1921

Pub. Federal Council of Churches
New York

Public opinion and the Steel Strike of 1919

Pub. Harcourt, Brace & Co., Inc.

ASSOCIATION OF AMERICAN COLLEGES

Studies of the July 1920 - July 1922.

COUNCIL OF CHURCH BOARDS OF EDUCATION

Name of Study	Auspices and Financial Support of Study	Description of Study
1.A study of Congregational Colleges in the United States	Council of Church Boards of Education Congregational Survey Commission	An intensive study of the colleges of this denomination, which included special studies of higher education in North and South Dakota, Montana, Oklahoma, Georgia, Florida, Kansas, Iowa, and Michigan -- in ten chapters with diagrams and tables.
2. Colleges of the Disciples of Christ	Council of Church Boards of Education	An intensive study of the colleges of this denomination: their religious origin and development, present status, educational program, inner motive, environmental modifications, evaluation and suggestions for reconstruction -- in thirteen chapters with 112 diagrams and 40 tables.
3. A Study of Higher Education in Colorado	Council of Church Boards of Education. Association of American Colleges. Colorado College.	The State as a social unit, its educational expression, aims, methods and results, with special reference to Colorado College -- in eight chapters with 39 diagrams and 30 tables.
4. A Study of Higher Education in Nebraska	Council of Church Boards of Education. Doane College.	Higher education, especially as the vehicle of the high school student, the little town and the denominational college; the educational program of Doane College is the subject of special study -- in seven chapters with 72 diagrams and 43 tables.

ASSOCIATION OF AMERICAN COLLEGES

Studies of the July 1920-July1922(Continued

COUNCIL OF CHURCH BOARDS OF EDUCATION

Present Form of Study

1. a. The general study and special state studies are in manuscript.
   b. In publications, there are also the following:
   CHRISTIAN EDUCATION
   Vol. IV. No. 1. Curriculum of Congregational Colleges.
   Vol. IV. No. 4. Principles for Determining the Field and Constituency of an Efficient College.
   Vol. IV. No. 5. The College Curriculum

2. a. Manuscript.

3. a. Manuscript.
   b. ASSOCIATION OF AMERICAN COLLEGES BULLETIN
   Vol. VIII. No. 5. A Study of Higher Education in Colorado.

4. a. Manuscript.

ASSOCIATION OF AMERICAN COLLEGES

Studies of the July 1920-July 1922 (Cont)

COUNCIL OF CHURCH BOARDS OF EDUCATION

Name of Study	Auspices and Financial Support	Description of Study
5. A survey of Theological Seminaries in the United States and Canada.	Committee on Social and Religious Surveys.	A survey of the history, development and present status of theological seminaries: their environment, administration, faculties, students, educational programs, finances; constructive studies, descriptive lists of institutions by denominations: with diagrams and tables.
6. Studies of Religion in American institutions of high education.	Council of Church Boards of Education.	Brief studies of various phases of school and student life -- based on tabulations.
7. Studies of the College in the United States.	Council of Church Boards of Education. Association of American Colleges.	Technical studies of the college especially concerned with alumni, faculty, student and curriculum. The work is based on tabulated material usually received from the institution, frequently illustrated with diagrams.

Note. The foregoing studies may be regarded as the evolution of material which had as a nucleus the American Education data collected by the Interchurch World Movement. They do not represent the literal use of such data since in every case except those underlined, the information was collected de novo. In the case of the first study, about one-fourth of the work was based on Interchurch questionnaires.

ASSOCIATION OF AMERICAN COLLEGES

Studies of the July 1920-July1922(Cont)

COUNCIL OF CHURCH BOARDS OF EDUCATION

Present Form of Study

5. a. In process
   b. A preliminary report was published by the Council of Church Boards of Education in CHRISTIAN EDUCATION, Vol. III., No. 7.

6. a. Published in CHRISTIAN EDUCATION
   Vol.IV. No. 3 Student Attendance at Protestant Theological Seminaries.
   Vol.IV. No. 7 Student Attendance at Protestant Religious Training Schools. Protestant Religious Training Schools of the United States.
   Vol.IV. No. 9 Religion in American Universities.
   Vol.IV. No.10 Religious Affiliation of College Students.

7. a. Published in the ASSOCIATION OF AMERICAN COLLEGES BULLETIN
   Vol.VI. No. 3 College Student Migration
   Vocational Distribution of College Graduates
   Vol.VII.No. 2 Preliminary Report of the Commission of the Organization of the College Curriculum
   Vol.VII.No. 3 Report of the Annual Meeting of the Association of American Colleges of the Commissions and Committees on Faculty and Student Scholarship, Academic Freedom, and Tenure of Office, college Architecture, Honorary Degrees, and Junior Colleges.
   Vol.VII.No. 4 Preliminary Report of the Commission on the Distribution of Colleges.
   Vol.VIII.No.3 Report of the Committees on Sabbatic Leave, on Academic Freedom and Tenure.
   Vol.VIII.No.5 Studies in College Curricula.

RELIGIOUS EDUCATION DEPARTMENT

SURVEY DEPARTMENT

The Committee of Spcial and Religious Survey made possible the completion of the Religious Education Work begun by The Interchurch World Movement

Dr. Walter S. Athearn who was in charge of the work of conservation and the completion of this material, in furnishing a report as to what was done made the following statement:-

> "The simple facts are that under the auspices of the Committee on Social and Religious Surveys, which furnished the money, and the Committee on Education of the International Sunday School Council of Religious Education, the same staff which had charge of the survey of religious education of the Interchurch World Movement brought to a completion the survey of religious education. The report is now completed and ready for the printer. It will be published during the next two or three months in three large volumes. These volumes, it is believed, will be a very notable contribution to the field of religious education. This survey will rank, according to the opinion of distinguished interested experts who have been asked to review the material, along with the greatest contributions which have ever been made to the educational literature of the United States. The report is comparable, according to Dr. W. W. Chasters of the Carnegie Institute of Technology, Pittsburgh, to the report of the Carnegie Foundation, the Normal School Education in Missouri, and the Survey of Education of the City of Cleveland, under the auspices of the Cleveland Foundation. Personally I feel sure that this report, when published, will more than justify the investment of money which has gone into the religious education survey of the Interchurch World Movement. One man has ventured to assume that our report on church buildings will, in the next ten years, save the churches of America more money than the total amount actually expended by all departments of the Interchurch World Movement. I do not believe that this statement is a very great exaggeration. (January 31st, 1923)"

In 1922 a Summary and Recommendation" of Indiana Survey was published calling attention to the full report that was to be published later. We are including here the Foreword and Outline of Report.

FOREWORD

The Indiana Survey of Religious Education, begun under the auspices of the Interchurch World Movement, was carried to completion by the Committee on Social and Religious Surveys. The data were obtained during the spring and early summer of 1920 from 256 Indiana churches which were believed to represent fairly the conditions of Protestant Christian religious education throughout the entire state.

The results of this survey are being published in three volumes which are announced in the closing pages of this pamphlet. From the many significant facts revealed by this survey, only a few could be included in this brief summary of "Findings and Recommendations". The material included in the following pages is the substance of Chapter II of the volume of the report entitled, "Protestant Christian Religious Education in an American Commonwealth."

The reader is referred to the volumes of the complete report for the factual evidence upon which these conclusions and recommendations are based, and for detailed statements regarding the methods and scope of the survey.

Walter S. Athearn,
Director of Survey.

THE INDIANA SURVEY OF RELIGIOUS EDUCATION

It is expected that the report of the Indiana Survey of Religious Education will appear in three parts, published by George H. Doran Co., New York, each part being complete within itself and sold separately, as well as in sets of three volumes. The following table of contents of the volumes indicates the scope of the report.

VOLUME ONE: Protestant Christian Religious Education in an American Commonwealth.
Cloth, pages 450 to 500; probable price $3.00 net.

PART ONE - Introduction. By Walter S. Athearn.

Chapter I. Purpose, Scope and Methods of the Indiana Survey of Religious Education .....

Chapter II. General Summary and Recommendations.....

PART TWO - Church School Buildings. By E. S. Evenden.

Chapter III. The Church Buildings of Indiana.....
Chapter IV. Suggestions for Future Church Buildings in Indiana.....

PART THREE - The Organization and Administration of Religious Education in the Local Church. By Walter S. Athearn.

Chapter V. Governing Boards and Officials, Time Schedules and School Relationships.....

Chapter VI. Classification of Schools.....

Chapter VII. Devotional and Missionary Organizations for Children and Youth.....

Chapter VIII. Non-Church Organizations - The Boy Scouts of America.....

Chapter IX. Church School Finance.....

PART FOUR - Child Accounting in the Sunday School, By W. L. Hanson.

Chapter X. Child Accounting in the Sunday School.....

Chapter XI. Records and Reports.....

PART FIVE - Teachers and Supervision of Teaching. By Walter S. Athearn.

Chapter XII. General Qualifications of Indiana Sunday School Teachers.....

Chapter XIII. Education, Professional Preparation for Teaching and Teaching Experience.....

Chapter XIV. Standards and Methods.....

Chapter XV. Classification of Indiana Sunday School Teachers.

Chapter XVI. Supervision of Teaching.....

PART SIX - Supervision and Promotion of Protestant Christian Religious Education in Indiana. By Walter S. Athearn and William E. Chalmers.

Chapter XVII. The Indiana Sunday School Association - Its Organization and Its Administrative and Supervisory Officers.....

Chapter XVIII. The Indiana Sunday School Association - Organs and Agencies of Sunday School Promotion and Supervision.....

Chapter XIX. The Indiana Sunday School Association - Budgets and Statistics.....

Chapter XX. The International Sunday School Association - Summary and Evaluation.....

Chapter XXI. Bible Study for Credit in Indiana High Schools.

Chapter XXII. Denominational Supervision and Promotion of Religious Education in Indiana.....

VOLUME TWO: Measurements and Standards in Religious Education.

Cloth, pages 450 to 500; probable price $2.00, net.

I. INTRODUCTION. By Walter S. Athearn.

A statement of the scope and purpose of this volume and the use and limitations of objective measurements, with a review of the literature in this field.

II. MEASURING THE MERIT OF CHURCH SCHOOL TEXT-BOOKS. By Charles Clinton Peters.

A score-card and scales for measuring scientifically the merit of church school text-books for pupils below the age of adults. This section will be re-printed as a separate volume for the use of persons not interested in the other problems treated in this volume.

III. A SUNDAY SCHOOL EXAMINATION. BY J. T. Giles.

A true-false test of Biblical knowledge and ethical judgment.

IV. A MULTIPLE CHOICE TEST OF RELIGIOUS IDEAS. By Clara F. and Laura M. Chassell.

V. A MORAL CONDUCT TEST. By Paul F. Voelker.

VI. A SCORE-CARD FOR MEASURING CHURCH AND RELIGIOUS EDUCATION PLANTS. By E. S. Evenden.

VII. AN INDEX NUMBER FOR SUNDAY SCHOOLS. By Walter S. Athearn.

VOLUME THREE: Schedules and Codes Used in Indiana Religious Education Survey.

Cloth, pages 200 to 225; probable price $1.50 net.

This volume contains the question schedules which were developed for the purpose of this survey and the codes which accompanied the schedules.

Three columes comprising the complete report, 1100 to 1300 pages, cloth bound, probable price, $6.50. Send orders to Committee on Social and Religious Surveys, 111 Fifth Avenue, New York City.

Studies Made in Connection with the Foreign Survey of the Interchurch World Movement have been Completed or Used as Follows:

a. The most important survey was that made in China by the China Continuation Committee. This resulted in a large volume entitled "The Christian Occupation of China", published in Shanghai, 1922. It contained numerous maps and charts and very detailed studies of the missionary situation by provinces. In the introduction of the volume occurs the following statement:

> "Financially the Survey has been a venture of faith. When the work was started, the Committee had no clear idea as to how much money would be required to complete it, nor the exact sources whence funds might be expected. From May 1st, 1918 to October 1st, 1919, the work was carried on the regular budget of the China Continuation Committee. Thereafter, generous contributions, received from the Interchurch World Movement of North America, and later from the Committee on Social and Religious Surveys in New York, and the Survey Trust of London, have made the completion of the work possible."

The total sum paid by the Committee on Social and Religious Surveys was $8,000.

2. A map of India and Ceylon was compiled by Mr. S. W. Boggs and Mr. W. H. Hannum from records gathered in the Interchurch Survey. This was published by the Missionary Education Movement in 1922. The map shows most of the stations of Canadian and American Protestant Missionary Societies having work in India and Ceylon. Its scale is 1/4M.

3. A map of the Near East entitled "Protestant Mission Stations in the Near East, with Persia and part of the Balkans, Africa, and Transcaucasia" was compiled by Mr. S. W. Boggs and published by Mr. F. W. Bible and Mr. S. W. Boggs at 25 Madison Avenue, New York City in 1920. This may shows all the mission stations discoverable for the Protestant missionary agencies working in the area.

4. Detailed notes on the location of missionary stations throughout the world were assembled in files of the Interchurch Foreign Survey and have been helpful in various ways, but especially in connection with the map plates for the new edition of the World Missionary Atlas to be published in 1923, under the joint auspices of the Committee of Reference and Counsel, the Student Volunteer Movement, and the Committee on Social and Religious Surveys. These notes have been especially helpful in locating stations in Africa and India which present peculiar difficulties in the accurate location of mission stations.

---

5. In cooperation with the Interchurch Movement, The American Mission to Lepers sent out survey blanks to all parts of the earth. These blanks were returned to the American Mission to Lepers and Mr. W. M. Danner, Secretary of the Mission, makes the following statement: "Thesereturns from every quarter confirm the impression that leprosy is world-wide in its ravages. As a result of the response made from missionaries, as well as from health officers and governmental officials, there is a growing conviction that suitable nation-wide and continent-wide efforts already started will ultimately lead up to a world-wide program that will rid the earth of leprosy."

6. In addition to the above it should be stated that during the period when the Foreign Survey records of the Interchurch were in the custody of the Committee on Social and Religious Surveys considerable reference use was made of them by various individuals. For example, the blanks covering primary education in India returned from that field have been usde by a student for a doctor's degree at Columbia, who intends to become an educational expert in India.

(Signed) Frances W. Cummings
Custodian.

RELIGIOUS EDUCATION PUBLICATIONS.

Published by the Interchurch World Movement -

History, Progress and Present Status of the Survey of Religious Education by the American Religious Education Survey Dept. of the I. W. M. 1920.

Malden Survey (The) Walter S. Athearn (Comp.) 1920.

Standards for City Church Plants. N. L. Engelhardt, & E. S. Evenden 1920.

Based partly on material gathered by the Interchurch World Movement but published by others -

Week Day Church School (The) Walter A. Squires 1921
Pub. Presbyterian Board of Publication, Phila., Pa.

Based partly on material gathered by the Interchurch World Movement but published by the Committee on Social and Religious Surveys -

Indiana Survey of Religious Education, Summary and Recommendations. Walter S. Athearn, 1922 (Pamphlet)

Based partly on material gathered by the Interchurch World Movement to be published by the Committee on Social and Religious Surveys -

Indiana Survey of Religious Education, 3 vols.

Vol.I. Protestant Christian Religious Education in an American Commonwealth.

Vol. II. Measurements and Standards in Religious Education.

Vol.III. Schedules and Codes used in Indiana Religious Education Survey.

(Date of publication indefinite)

LIST OF PUBLICATIONS

OF THE

MISSIONARY EDUCATION DEPARTMENT

OF THE

INTERCHURCH WORLD MOVEMENT

1919 - 1920.

The Near East: Crossroads of the World.....By William H. Hall

Suggestions to Leaders of Classes using The Near East.

The Church and the Community.....By Ralph E. Diffendorfer
Published jointly with Council of Women for Home Missions.

Suggestions to Leaders of Classes using "The Church and the Community". Published jointly with Council of Women for Home Missions.

Serving the Neighborhood....., By Ralph A. Felton.
Published jointly with Council of Women for Home Missions.

Suggestions to Leaders of Classes Using "Serving the Neighborhood"
Published jointly with Council of Women for Home Missions.

Shepard of Aintab.....By Alice Shepard Riggs.

Frank Higgins: Trail Blazer.....By Thomas D. Whittles.

Fez and Turban Tales.....By Isabel M. Blake.

Handbook on the Near East for Junior Teacher...By Edith D. Glen.

Mr. Friend-o'Man.....By Jay T. Stocking
Published jointly with Council of Women for Home Missions.

Suggestions to Leaders using "Mr. Friend o'Man".
Published jointly with Council of Women for Home Missions.

Picture Sheets

Egypt and Modern Heroes of Bible Lands.
Boys and Girls of Bible Lands.
Children of the City.

Picture Stories.

Children of the Community.....By Margaret W. Eggleston
Near East.....
Near East Painting Book.....
Model of a City.

Missionary Entertainments

Mission Study through Educational Dramatics.....By Helen L. Willcox.
A Parish Program of Missionary Education....." Prof. John Clark Archer.

FOREIGN

THE WHY AND HOW OF FOREIGN MISSIONS.....By Arthur Judson Brown.

THE KINGDOM AND THE NATIONS.....Eric M. North.

WORLD FRIENDSHIP, INC.....John Lovell Murray.

UNDER MANY FLAGS.....Katherine Scherer Cronk and Elsie Singmaster.

THE MISSIONARY AT WORK (Picture Sheet Series)

HOME

FROM SURVEY TO SERVICE.....Harlan Paul Douglass.

PLAYING SQUARE WITH TOMORROW.....Fred Eastman.

MAKING LIFE COUNT.....Eugene C. Foster.

STAY-AT-HOME JOURNEYS.....Agnes Wilson Osborne.

PRIMARY PICTURE STORIES

A Book for all Students of Missionary Education

The Mission Study Class Leader.....T. H. P. Sailer.

CHAPTER X.

REPORT OF THE WINDING UP OF THE INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA, INC., SUBMITTED BY THE BUSINESS MEN'S COMMITTEE.

Chapter X.

REPORT OF THE WINDING UP OF THE INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA, INC., SUBMITTED BY THE BUSINESS MEN'S COMMITTEE.

When the General Committee of the Interchurch World Movement of North America met on June 18, 1920 and considered the financial situation confronting the organization at that juncture, it was decided that a group of business men should be asked to give the problem careful study and bring in a report at a subsequent meeting. For this purpose the following gentlemen were appointed to act as a Business Men's Committee: Raymond B. Fosdick, Trevor Arnett, Fleming H. Revell, George Innes, George Wellwood Murray and James M. Speers. Mr. Speers was elected Chairman.

After a thorough consideration of the situation, this Committee reported to the General Committee on June 28, 1920 that the liabilities of the Movement far exceeded its assets, that the expenses of the Continuation Financial Campaign then under way were much greater than the amount of the receipts, and that no funds were available with which to continue operations. The Committee, accordingly, recommended an immediate cessation of activities. This recommendation was adopted by the General Committee and the matter of liquidation was left in the hands of a Sub-committee of the Business Men's Committee composed of Messrs. James M. Speers and Raymond B. Fosdick.* The whole force accordingly was at once demobilized but a certain necessary group was immediately re-engaged to carry on liquidation operations.

---

*The General Committee, at its meeting on April 8th, 1921, placed the final winding-up of the affairs of the Movement in the hands of a Committee of three (Messrs. Speers, Fosdick and Arnett) with power to complete the liquidation of the organization and to take such legal steps as might be necessary to secure the final discharge and dissolution of the Interchurch World Movement.

The financial situation which confronted the Business Men's Committee was briefly as follows:

Liabilities.

Notes Payable	$7,466,864.00	
Leases - Greenhut Bldg. and other Premises	5,062,369.00	
Accounts Payable	271,220.00	
Salaries and discontinuance allowances which would have to be paid to effect an immediate cessation of activities	100,000.00	$12,900,453.00

Assets.

Underwritings given by the Churches which were borrowed against	$6,561,261.73	
Cash	132,037.50	
Accounts Receivable	110,118.05	
U. S. Gov't. & Victory Bonds	2,850.00	
Equipment, Supplies, etc	275,000.00	
Pledge of Mr. John D. Rockefeller, Jr., towards expenses of Continuation Campaign	250,000.00	7,331,267.28
EXCESS OF KNOWN LIABILITIES OVER KNOWN ASSETS		$ 5,569,185.72

From the foregoing it will be noted that the Business Men's Committee was faced with the ominous fact that the known liabilities of the Movement exceeded the assets that could be considered available by upwards of five and a half million dollars. Even some of these assets were in part problematical, particularly the large item covered by underwritings ($6,561,-261.73) which had been given by 61 denominations and institutions and which had been used by the Movement as the security basis for its loans at the banks. There were those among the banking group who without full realization of the sense of loyalty and honor which lay behind obligations undertaken by the churches, expressed grave doubts as to the collectibility of these underwritings. These doubts, as this report indicates, were without foundation. Some of the pledges made by Friendly Citizens through the Financial Campaign were of uncertain value as a result of the cessation of activities, while in some instances underwritings given by church bodies and others, but not borrowed against, were in no sense a legal obligation. These several items, accordingly, could not properly be

included in a list of assets in the strict sense of the term.

Confronted with a deficit running into these large figures, the Business Men's Committee decided to pursue a course of action having in mind particularly the following major objectives:

(1) To cooperate with the Bankers Trust Company in an endeavor to secure payment of the Underwritings Borrowed Against, thereby liquidating the bank loans.

(2) To dispose of the several leasehold obligations (particularly the ten year lease on the Greenhut Building), by subletting the premises involved or by arranging an appropriate adjustment with the owners.

(3) To call the attention of the underwriters, whose underwritings were not borrowed against, to the existing condition, emphasizing how vital it was both on grounds of principle and of policy, that Protestant Christianity should maintain its moral credit and urging that they take under serious consideration the matter of making payments against these underwritings as though they were a legal obligation.

(4) In like manner also to urge the same consideration upon the subscribers through the Financial Campaign in the hope that many of them would feel impelled to meet their subscriptions despite the change in the Movement's outlook.

(5) To discover the unrecorded assets of the Movement and to develop these - as well as the recorded assets - to the point of financial realization; conversely, to determine and liquidate the general liabilities of the Movement.

(6) To conserve, and if possible to complete and keep up to date, the exceedingly valuable survey material, as well as all other data of informational value to the Churches, and to arrange temporarily for the continuation - under appropriate auspices - of various Interchurch activities, the immediate cancellation of which would be a distinct and emphatic loss to the Church as a whole.

The Business Men's Committee, accordingly, begs to report in respect of the foregoing as follows:

1. UNDERWRITINGS BORROWED AGAINST AND BANKERS TRUST COMPANY LOANS.

It is with particular gratification that we report a total of $6,545,734.73 paid in respect of the underwritings made by Church organizations borrowed against which amounted to $6,561,261.73. A balance of $15,527 is still due the Bankers Trust Company by three guarantors. Two of these have already made payments on account and the Committee confidently hopes that, before long, the remaining balance will be liquidated. (See Exhibit A.)

2. GREENHUT BUILDING AND OTHER LEASEHOLD OBLIGATIONS.

Almost immediately subsequent to the time when the Business Men's Committee assumed direction of the liquidation operations, the real estate market in New York City fell and it was found utterly impossible to dispose of the Greenhut Building lease or to sub-let more than a very small portion of the space. The rent was accordingly paid until January, 1921, when after protracted negotiations, which threatened at times to lead to a law suit, a cancellation of the entire lease was effected for the sum of $750,000. In considering this figure it should be remembered that the owners of the building had made alterations and repairs at an expense of approximately $500,000, part of which would not have been demanded if they had leased the building, as they had opportunity of doing, to regular commercial concerns. As this $750,000 had to be paid in cash, the Business Men's Committee was obliged to borrow $700,000 from a New York bank. Receipts secured through realization on the assets of the Movement, together with various contributions, enabled the Committee to reduce this loan by $297,000. A few weeks ago Mr. John D. Rockefeller, Jr., made a contribution of $403,000 to the Interchurch World Movement which made it possible for the Committee to pay off this obligation in full.

Certain of the other premises under lease by the Movement (including various state offices) were sub-let, but in most cases it was necessary to pay rent until the leases expired. (See Exhibit B.)

3. UNDERWRITINGS NOT BORROWED AGAINST.

As will be noted from Exhibit C, $1,158,277.45 has been paid to date against a total of $1,617,909.95 underwritten. It is exceedingly unlikely that any further sums will be forthcoming in respect of the Underwritings Not Borrowed Against. When it is remembered, however, that failure to use these guarantees as collateral at the bank divested them of any legal significance, and the underwriters accordingly were subject to a moral

obligation solely, the results set forth are a high tribute to the fine sense of honor of the organizations who voluntarily, and in several instances sacrificially, saw fit to meet these underwritings.

It should be mentioned here that in order to meet a critical banking emergency at an important juncture in the life of the Movement, Mr. John D. Rockefeller, Jr., signed an underwriting for a million dollars. It was not, however, found necessary to use this underwriting at the time, and failure to use it when, and as, it was intended it should be used, entirely relieved Mr. Rockefeller from any legal obligation to pay it. Nevertheless, in order to meet the critical situation with which the Business Men's Committee found itself confronted, Mr. Rockefeller promptly paid the underwriting in full.

4. FINANCIAL CAMPAIGN SUBSCRIPTIONS.

Immediately after assuming charge of the liquidation operations, the Business Men's Committee addressed an urgent appeal to the subscribers under the Friendly Citizens Campaign urging them to stand by their pledges and thereby assist the Committee in its efforts to adjust the obligations of the Movement in a manner that would redound to the credit of Protestant Christianity. This appeal elicited a particularly generous response, approximately $200,000 being received. A difficulty encountered by the Committee in its efforts to collect subscriptions was the Local Treasurer, of whom there were more than 6,000 throughout the country. In an endeavor to stimulate the local consciousness, doubtless, the Interchurch executives had decided to leave the collection of pledges in the hands of local appointees rather than centralize the control at headquarters. Even under the best of circumstances such an arrangement would have given much opportunity for inaccuracy and misunderstanding, but in the case of an undertaking such as this, so broadly conceived and so hastily planned, conditions bordering on the chaotic were bound to develop. In numerous instances monies collected against Interchurch

pledges were forwarded by these local treasurers to denominational headquarters or, due to a vague conception of the significance of the Movement, were used for local purposes. Furthermore, many local treasurers were discovered whose appointments were not made from, and accordingly were not on record at, headquarters and it can be assumed that others whose identity has not been discovered are in possession of Interchurch funds. In the face of such unhappy circumstances, the Business Men's Committee has done its best to collect all contributions properly belonging to the Movement, and it is glad to be able to report that the result achieved is far beyond what was anticipated by even the most sanguine in June, 1920.

5. WINDING UP THE MOVEMENT.

a. Statement of Assets and Liabilities.

Due to the fact that no one formerly connected with the Movement was able to furnish the Business Men's Committee with a statement of the Assets and Liabilities of the Movement, or even an inventory of its equipment and stock, some little time ensued before it was possible to compile a full and accurate statement of the Movement's financial condition. However, a statement of receipts and disbursements for the period from the beginning of the Movement to October 31, 1923, bearing the certification of Messrs. Patterson, Teele and Dennis, is submitted as Exhibit D herewith.

b. Equipment and Supplies.

A very large stock of office equipment (desks, typewriters, and so forth), as well as a vast stock of miscellaneous supplies (embracing paper purchased for use by the publishing department and general office accessories), was on hand. This, unfortunately, had to be liquidated on a falling market.

c. Motion Pictures.

Two groups were abroad in Africa and Asia securing motion pictures when activities ceased in June, 1920. When these returned some months later the films secured had to be marketed, but only a fraction of the outlay was recovered.

d. Program Fund Campaign.

The Second or Program Fund Financial Campaign, which was conducted during May and June, 1920 with the object of raising funds for the continuation of the Movement, resulted in an amount of $85,456.62 being subscribed, of which amount $68,788.89 was paid. It was definitely stipulated that the funds contributed through the medium of this campaign were to be used only in carrying forward the regular work of the Movement and therefore, in view of the subsequent change in circumstances, an appeal was addressed to the subscribers requesting permission to use these funds in the adjustment of the general financial obligations. As a result of this appeal certain subscribers who had made payments totaling $8,787.66 on their subscriptions instructed that their payments be returned to them, while certain other subscribers who had made payments totaling $7,600.66 instructed that the money they had paid should be used in carrying forward the magazine Everyland. These instructions were duly carried out. This left a balance of $52,400.57 which inured to the benefit of the Movement.

e. Liabilities.

Every account submitted for payment which has been found in order has been duly paid and there are now no liabilities outstanding of which the Committee is aware. It has been thought advisable, however, to set aside a special fund amounting approximately to $2,500 for the purpose of meeting any bills that may be submitted subsequent to the present time.

6. CLOSING OUT OF ACTIVITIES.

When it commenced liquidation the Committee found a vast organization and very immediate and drastic steps had to be taken to carry out the instructions of the General Committee. Extreme care was exercised, however, to avoid the immediate cancellation of any activity of vital significance to the Churches and every effort was made to secure appropriate sponsorship for all such. As will be seen from the subsequent paragraphs, satisfactory provision was made in that connection.

The activities of the Movement were divided into four groups, namely:

a. Administrative Group.
b. Survey Group.
c. Educational Group.
d. Promulgation Group.

a. Administrative Group.

The Administrative Group was entirely demobilized and its essential functions were carried on by those in charge of the liquidation operations.

b. Survey Group.

The Survey Group was also discontinued, but the Business Men's Committee found that they had on hand a great deal of survey material which in its undeveloped state was of little value to the Churches. They were, however, successful in interesting a group of men in the situation with the result that an organization known as The Committee on Social and Religious Surveys was formed to carry these surveys to a point where they would be of substantial value to the Churches. In the spring of 1922, pursuant to the instructions of the General Committee of the Interchurch World Movement, set forth at its meeting on April 8, 1921, the Committee on Social and Religious Surveys transferred the schedules and other data taken over from the Interchurch World Movement to the following organizations:

The Foreign Mission survey material to the Foreign Missions Conference of North America.

The Home Mission survey material to the Home Missions Council.

Certain survey material, lists of names, etc., to the Council of Women for Home Missions and the Federation of Women's Boards of Foreign Missions.

The American educational survey material to the Sunday School Council of Evangelical Denominations and the International Sunday School Association jointly.

Certain items of survey material to the Federal Council of the Churches of Christ in America.

Certain maps, charts, photographs, etc., which are not an essential part of the survey material, to the Missionary Education Movement which will retain them only so long as it is continued in appropriate relationship to the mission boards and to the other interdenominational organizations and to the Federal Council.

c. Educational Group.

The activities of the six departments of the Educational Group were discontinued as of June 28, 1920 with the exception of the Missionary Education Department which was carried on with the least necessary impairment until December 31, 1920 when its activities were resumed by the Board of Directors of the Missionary Education Movement. It gave the Business Men's Committee peculiar satisfaction to turn back to the Directors of the Missionary Education Movement, clear of debt and with a large and valuable stock in hand, an undertaking which the Interchurch World Movement had taken over less than two years previously heavily encumbered and in a rather unsatisfactory condition generally.

d. Promulgation Group.

The activities of the Promulgation Group were discontinued with the exceptions noted hereunder:

World Outlook.

The magazine World Outlook was transferred to Mr. and Mrs. John H. Watkins in August, 1920, and about October 1st was consolidated with the Christian Herald. It is with special gratification that we make note of the fact that the Christian Herald undertook to fulfill the World Outlook subscription obligations and that no dissatisfaction has developed as a result.

Everyland.

After exceedingly lengthy negotiations the children's magazine Everyland, which was discontinued with the July, 1920 issue, was resumed under the direction of the Central Committee on the United Study of Foreign Missions in November, 1921. The Business Men's Committee turned over the sum of $10,100.66 to this organization on November 1, 1921. This sum represented a subsidy of $2,500 given on condition that the Central Committee on the United Study of Foreign Missions assume all subscriptions and other obligations of the Interchurch World Movement in Everyland, and an amount of $7,600.66 contributed by members of the Women's Hundred Dollar League under the Program Fund Campaign, but designated in favor of this beneficiary. The Business Men's Committee is glad to report that a valuable magazine is now being issued which admirably meets the needs of the juvenile constituency.

TO SUMMARIZE.

The demobilization of the organization has been completed. All known assets have been collected, with the exceptions hereinbefore noted, and due provision has been made for the liquidation of these items. All known liabilities, apart from the bank loans already referred to, have been discharged and a small reserve set aside to meet any claims that may be substantiated in the future. The bank loans have been reduced to $15,527.00 and will be wiped out in due season by receipts which it is confidently believed will eventuate.

The Business Men's Committee, accordingly, has taken the legal steps necessary for the final discharge and dissolution of the corporation and this will be effected within a short time. The Business Men's Committee, therefore, feels that the task entrusted to it has been completed.

We cannot close this report without an expression of appreciation of the services rendered by Mr. A. W. Armour, whom the Committee appointed in 1920 as its executive officer, and upon whom has rested the detail work of carrying out the Committee's plan. It is in no small measure due to his resourcefulness, his tact, and his ability to deal with difficult and unusual situations that the Committee is able to report the successful completion of the task committed to it.

(Signed) JAMES M. SPEERS, Chairman,

" RAYMOND B. FOSDICK.

" TREVOR ARNETT.

EXHIBIT A.

UNDERWRITINGS BORROWED AGAINST

October 31st, 1925

Guarantors	Amount of Guarantee	Payments Made	Balance Due
General Baptists			
Board of Trustees of General Assocciatn.	$ 17,000.00	$ 17,000.00	None
Northern Baptist Convention			
General Board of Promotion	2,500,000.00	2,500,000.00	"
United Brethren in Christ			
Board of Administration	30,500.00	30,500.00	"
Church Erection Society	10,000.00	10,000.00	"
Foreign Missionary Society	20,000.00	20,000.00	"
Home Missionary Society	15,000.00	15,000.00	"
General Sunday School Board	2,275.00	2,275.00	"
Five Year Meeting of the Society of Friends	2,000.00	2,000.00	"
Congregational			
Education Society	66,000.00	66,000.00	"
American Board of Commissioners for Foreign Missions	36,000.00	36,000.00	"
Board of Ministerial Relief	4,000.00	4,000.00	"
Building Society	16,000.00	16,000.00	"
Home Missionary Society	18,000.00	18,000.00	"
Sunday School Extension Society	2,000.00	2,000.00	"
American Missionary Association	18,000.00	18,000.00	"
The Disciples of Christ			
Board of Education	300,000.00	300,000.00	"
American Christian Missionary Society	50,000.00	50,000.00	"
A.C.M.S. Bible School Department	9,866.55	9,866.55	"
Board of Church Extension of American Christian Missionary Society	50,000.00	50,000.00	"
Board of Ministerial Relief	16,666.00	16,666.00	"
Christian Women's Board of Missions	100,000.00	100,000.00	"
Foreign Christian Missionary Society	100,000.00	100,000.00	"
Methodist Episcopal Church			
Board of Conference Claimants	10,000.00	10,000.00	"
Board of Home Missions and Church Extension	200,000.00	200,000.00	"
Board of Foreign Missions	1,050,000.00	1,050,000.00	"
Board of Trustees of the Aldrich Home, Grand Rapids, Mich.	1,315.78	1,315.78	"
Colorado Seminary - The University of Denver	3,750.00	3,750.00	"

Guarantors	Amount of Guarantee	Payments Made	Balance Due
Executive Committee of New England Deaconess Association	$ 25,000.00	$ 25,000.00	None
Illinois Woman's College, The, Jacksonville, Ill.	1,250.00	1,250.00	"
Preachers' Aid Society	6,250.00	6,250.00	"
Wisconsin Deaconess Hospital, Green Bay, Wis.	5,000.00	None	$ 5,000.00
Woman's Home Missionary Society	30,000.00	30,000.00	None
Methodist Protestant Church			
Board of Education	20,332.00	20,332.00	"
Board of Young Peoples' Work	660.00	660.00	"
Woman's Foreign Missionary Society	3,550.00	3,550.00	"
Woman's Home Missionary Society	4,150.00	413.00	$ 3,737.00
Board of Foreign Missions	4,950.00	4,950.00	None
Board of Home Missions	4,950.00	4,950.00	"
Reformed Presbyterian Church in North America			
Board of Trustees of Geneva College	18,000.00	18,000.00	"
Presbyterian Church in the U. S.			
Executive Committee of Christian Education and Ministerial Relief	5,000.00	5,000.00	"
Presbyterian Church in the U. S. A.			
General Assembly	1,000,000.00	1,000,000.00	"
United Presbyterian Church			
Board of Church Extension	31,225.90	31,225.90	"
Board of Education	8,516.00	8,516.00	"
Board of Foreign Missions	168,000.00	168,000.00	"
Board of Freedman's Missions	50,000.00	50,000.00	"
Monmouth College	13,695.00	13,695.00	"
Board of Trustees of Muskingum College	25,720.00	25,720.00	"
United Presbyterian Theological Seminary of Xenia, Ohio	4,188.00	4,188.00	"
Woman's Association of North America	10,130.00	10,130.00	"
Women's General Missionary Society	22,773.00	22,773.00	"
Reformed Church in the U. S.			
Forward Movement	209,948.50	209,948.50	"
Reformed Church in America			
Board of Domestic Missions	10,000.00	10,000.00	"
Board of Foreign Missions	25,000.00	25,000.00	"
Woman's Board of Domestic Missions	5,000.00	5,000.00	"
African M. E. Zion Church	10,600.00	3,810.00	$ 6,790.00
German Evangelical Synod of North America	50,000.00	50,000.00	None

Guarantors	Amount of Guarantee	Payments Made	Balance Due
The Brethren Church			
General Mission Board	$ 31,500.00	$ 31,500.00	None
General Sunday School Board	2,000.00	2,000.00	"
General Education Board	100,000.00	100,000.00	"
Miscellaneous			
Old Folks and Orphan Children's Home, Mexico, Indiana	2,000.00	2,000.00	"
Trustees of the H. J. Clark Memorial Home	2,500.00	2,500.00	"
Total	$6,561,261.73	$6,545,734.73	$15,527.00

5

EXHIBIT B.

MEMORANDUM SHOWING LEASEHOLD OBLIGATIONS OUTSTANDING
AS AT JUNE 23th, 1920.

Premises	Unexpired Period of Lease	Annual Rental	Amount of Rent for Unexpired Period of Lease
Greenhut Building.			
Lease No. 1	9 years 7 months	$340,000	$3,258,331
" " 2	4 " 7 "	16,000	73,331
" " 3	0 " 7 "	70,000	40,831
	9 " 0 "	80,000	720,000
" " 4	9 " 5 "	100,000	941,665
			$5,034,158
694 Broadway,	7 months	22,000	12,833
111 Fifth Avenue,	7 "	10,000	5,831
160 Fifth Avenue,	10 "	5,000	4,166
10 South La Salle St., Chicago, Ill.	10 "	3,330	2,775
800 South State St., Chicago, Ill.	7 "	3,000	1,750
Cangelosi Bldg., Baton Rouge, La.	6½ "	720	390
1520 Munsey Bldg., Baltimore, Md.	7 "	800	466
			$5,062,369

EXHIBIT G.

UNDERWRITINGS NOT BORROWED AGAINST

Status as of October 31st, 1923.

Guarantors	Amount of Guarantee	Payments Made	Allowances Agreed Upon	Amount Unpaid
Baptists				
Board of Commissioners of the National Baptist Convention....	$ 195,400.00	$	$	$195,400.00
The Brethren Church				
Ashland College.....	3,750.00			3,750.00
General Missionary.....	6,250.00			6,250.00
United Brethren in Christ				
Board of Education.....	42,275.00	3,000.00	39,275.00	
Bonebrake Theological Sem.....	16,000.00	4,000.00	12,000.00	
The Christian Church				
Executive Board of the Amer. Christian Conv.....	32,199.95	32,199.95		
Evangelical Association				
Evangelical Hosp. & Deaconess Assoc. of So. Illinois.....	1,000.00			1,000.00
Missionary Society of the Evangelical Association.....	13,450.00	13,450.00		
Five Year Meeting of the Friends in America.....	50,000.00	15,500.00	34,500.00	
Methodist Episcopal Church				
Arizona Deaconess Hospital and Home.....	2,500.00			2,500.00
Epworth League.....	5,000.00	5,000.00		
Executive Comm. of the Board of Trustees of Albion College.....	12,500.00			12,500.00
Freedmen's Aid Society.....	33,750.00			33,750.00
Gooding College.....	10,000.00			10,000.00
Graham Protestant Hospital.....	10,000.00			10,000.00
West Virginia Wesleyan College..	10,000.00			10,000.00
Montana Wesleyan College.....	5,000.00			5,000.00
Methodist Protestant Church				
Board of Managers for the Home for the Aged.....	330.00			330.00
Reformed Presbyterian Church in North America.....				
Board of Foreign Missions.....	8,750.00			8,750.00
United Presbyterian Church North America				
Board of Ministerial Relief.....	42,500.00	21,250.00	21,250.00	

Guarantors	Amount of Guarantee	Payments Made	Allowances Agreed Upon	Amount Unpaid
Bd. of Trustees of Sterling College (Cooper College)	$ 6,588.00	$ 3,294.00	$ 3,294.00	$
Bd. of Trustees of Westminster College	10,907.00	5,453.50	5,453.50	
Monmouth College	11,260.00	5,630.00	5,630.00	
Muskingum College	43,760.00	21,880.00	21,880.00	
Tarkio College	14,240.00	7,120.00	7,120.00	
Reformed Church in America Board of Publication and Bible School Work	500.00	500.00		
Miscellaneous				
John D. Rockefeller, Jr.	1,000,000.00	1,000,000.00		
Association of Commerce, Bloomington, Ill.	30,000.00			30,000.00
	$1,617,909.95	$1,139,277.45	$ 150,402.50	$329,230.00

EXHIBIT D.

INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA

CONDENSED CONSOLIDATED SUMMARY OF RECEIPTS AND EXPENDITURES FOR THE PERIOD FROM THE BEGINNING OF THE MOVEMENT (1919) TO OCTOBER 31, 1925 INCLUSIVE

Receipts

Contributions:		
United Simultaneous Campaign - Friendly Citizens	$1,349,265.77	
Program Fund Campaign and Expense Budget Donations	743,517.89	
Underwritings not borrowed against	1,138,277.45	
		$ 3,231,061.11
Underwritings collected as reported by Bankers Trust Co., New York		6,545,734.73
Sales of Equipment, Periodicals, etc. and Sundry Credits		844,168.71
Money borrowed on Notes Payable guaranteed by Underwriters and still due from Underwriters		15,527.00
		$10,636,491.55

Expenditures

General and Administration Expenditures:		
Rent and Light (including cancellation of lease)	$1,288,905.57	
Interest and Discount	311,791.30	
Storage and Forwarding Department	133,081.55	
Other Expenditures	764,059.51	$2,497,837.93
Educational Group Expenditures		289,307.98
Survey Group Expenditures		2,271,592.78
Promulgation Group Expenditures		2,465,375.28
Expenditures in respect of Financial Campaigns		1,977,074.21
Other expenditures not allocated as above, for Equipment, Organizing and Operating in 1919, and other matters		1,083,230.58
Sundry Advances, etc. not recovered		49,524.51 $10,633,943.27
Balance - Cash at Bankers Trust Company, New York		$ 2,548.28

We have audited the books and accounts of the Interchurch World Movement of North America maintained in the Secretary-Treasurer's office at 160 Fifth Avenue, New York, for the period July 9, 1919 to October 31, 1925, inclusive, and hereby certify that the receipts as recorded on said books have been duly accounted for and the expenditures shown by said books have been supported by vouchers. The foregoing Condensed Consolidated

Summary of Receipts and Expenditures for the period from the beginning of the Movement (1919) to October 31, 1923, inclusive, has been prepared from the books and records submitted to us and from a certified statement prepared by Messrs. Lybrand, Ross Bros. & Montgomery for the period from the beginning of the Movement (1919) to July 8, 1920, inclusive.

Patterson, Teele & Dennis,
Accountants and Auditors.

New York, November 20, 1923.

LIBRARY OF THE
UNION
THEOLOGICAL
SEMINARY
NEW YORK